

THE BULLETIN

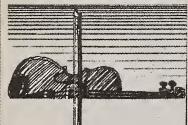
OCTOBER 2, 1995 ~ 49TH YEAR ~ NUMBER 5

INSIDE**Planning for 2000**

If *THE BULLETIN* FEELS UNUSUALLY heavy this time, it's because it is. Inside is a 28-page supplement with summaries of 18 academic plans approved this summer. *Pages T1-T28*

Adjusting to the times

THE POSITION AS UNIVERSITY employment equity coordinator will be eliminated. *Page 3*

**Music sets record straight ...**

... AND HAS NO REASON TO BE embarrassed. *Letters: Page 7*

**The Babysitter**

A PRODUCTION BY THE GRADUATE Centre for Study of Drama and one of the many fall events at U of T. *Pages 10, 11*

Stronger bonds

UNIVERSITY AND INDUSTRY LEADERS discuss the ties that bind them and the barriers that separate them. *Page 5*

Report Leaves Room for Academic Mission

BY MICHELLE NOBLE
AND JANE STIRLING

UNIVERSITY OFFICIALS ARE studying the Metropolitan Toronto District Health Council's restructuring report to gauge the impact on U of T's health sciences education and research programs and on the quality of health care.

The report issued Friday by a subcommittee of the health council examining the future of hospital services, recommends consolidating the activities and services of the University's teaching hospitals, establishing a new rehabilitation teaching and research centre and reducing the overall number of hospitals and hospital beds in Metro.

The district health council will ask for feedback from the public before giving its final recommendations to the Ministry of Health.

The report recommends:

- consolidating the clinical work of Mount Sinai Hospital, the Ontario Cancer Institute/Princess Margaret Hospital and The Toronto Hospital. Programs and services at The Toronto Hospital (Western Division) would be moved to the University Ave. hospitals.

- merging Sunnybrook Health Science Centre and Women's College Hospital at the Sunnybrook site. Clinical services and research programs at Women's College would be relocated and integrated with

~ See HOSPITAL: Page 3 ~

BRIDGE BUILDING



ED KARV

U of T Day is just around the corner and Ed Ross, left, and Scott Olan of the Department of Facilities & Services put finishing touches to a rudimentary bridge that graces the new natural site, Zorowoods, outside Ramsey Wright Zoological Laboratories. U of T's annual open house Oct. 14 promises to be the biggest yet with numerous distractions, diversions and learning opportunities. The day is held to give neighbours, friends and anyone interested in academia a chance to see researchers and other University staff in action. See pages eight and nine for details.

The Good News: No Vacancy

BY ALFRED HOLDEN

AMID THE DOOM AND GLOOM, A hopeful sign: No Vacancy.

Every student residence at U of T and its affiliated institutions is full this fall, some for the first time since the onset of recession in the early 1990s.

"We don't have any vacancies, and we have a waiting list of students trying to get in, both to our single-student housing and our housing for married students," said Mike Lavelle, director of residence at Erindale College.

The turnaround began last year and is being attributed to the tightening of the Greater Toronto Area's rental housing market, the sprucing

up of facilities, more aggressive marketing, an increase in first-year enrollment and renewed interest in three special attributes of U of T residences: location, location and location.

"The geographical location — living right in the educational community — has advantages, even if a student's family home is in North York or Agincourt," said Clare Bustamend, manager (administration) for Residence, Food & Beverage Services at U of T.

Historically, students from out of town were given preference for spaces in residence. But when vacancy rates peaked at 15 to 17 percent two or

three years ago, it became possible to offer a room to any first-year student who applied and the University's policy right now is to treat all applicants the same, said Norma Coole, communications officer for the Housing Service.

One result of the open-door policy was that more students from the Greater Toronto Area chose residence living. Administrators believe a fair proportion of students in residence now come from the GTA.

Students pay from \$2,900 to \$3,116 for eight months at the downtown residences such as New, Innis or University

~ See RESIDENCES: Page 2 ~

Cook Returns from Beijing, Hoping for Progress

Two graduates of the Faculty of Law attended non-governmental organizations forum

BY ALIDA MINCHELLA

PROFESSOR REBECCA COOK HAS returned from the United Nations Fourth World Conference on Women in Beijing confident that more inroads have been created for women's rights.

"I went hoping that the status quo on women's rights could be maintained and came away very, very pleased that the status quo was more than achieved," said Cook, who attended the conference as a member of the Canadian government delegation. The director of the Faculty of Law's international human rights program, Cook is widely known for

her research and writing on the subject.

The Beijing conference was part of a larger process that began in Mexico City in 1975 at the first international conference to examine the status and rights of women. Other conferences were held in Copenhagen in 1980 and Nairobi in 1985. The goal for world governments at the Beijing conference was to draw up a document, Platform for Action, that would review progress since the last conference and continue working for women's rights. The document identifies critical areas of concern as well as strategic objectives, or action plans, that can be put into motion. About 180 countries participated in negotiating the document.

Aside from the governmental conference in which Cook participated, a non-governmental organizations' forum was held simultaneously in Huairou, north of Beijing.

According to Cook one of the highlights of the conference was the advancement made on unwaged labour such as housework and child rearing. Governments are being asked to set up a classification system measuring the way people spend their time, thus put a value on it while being sensitive to the differences between men and women. "It recognizes that women's unwaged work

~ See PROGRESS: Page 2 ~



Rebecca Cook

AWARDS & HONOURS

Faculty of Music

PROFESSOR EMERITUS EZRA SCHABAS OF THE FACULTY OF MUSIC has won the 1995 City of Toronto Book Award for *Sir Ernest MacMillan: The Importance of Being Canadian* (University of Toronto Press), a biography of the renowned Canadian symphony conductor, composer and music teacher. He receives \$11,000 in prize money. The City of Toronto Book Awards were established by city council in 1973 to honour authors of books of literary merit that are evocative of Toronto.



Faculty of Medicine

UNIVERSITY PROFESSOR EMERITUS ROBERT SALTER OF THE Department of Surgery and senior orthopaedic surgeon at the Hospital for Sick Children will be inducted into the Canadian Medical Hall of Fame Oct. 5. Salter, who recently completed 40 years as an attending staff member of the hospital's surgery department, gained his reputation initially through the development of an operation to correct deformity secondary to congenital dislocation of the hip known as Salter (innominate) osteotomy. He went on to develop the concept of continuous passive motion, which improves the healing of injured articular cartilage. The late William T. Mustard, a pioneer in

paediatric cardiovascular surgery and professor in the Department of Surgery will also be so honoured. The Canadian Medical Hall of Fame was established in 1994 in London, Ontario, and provides an enduring tribute to the accomplishments of Canadian men and women who through their research have contributed to the understanding of disease and the advancement of the health of people everywhere.

PROFESSOR EMERITA MARGARET THOMPSON OF THE Department of Medical Genetics has been chosen as the first recipient of the American Society of Human Genetics' Award for Excellence in Human Genetics Education. Thompson was chosen for her "dedication and outstanding contributions in teaching and in writing." She is best known for her co-publication *Genetics in Medicine* and for her teaching career, which has spanned 50 years.

Research & International Relations

PROFESSOR HEATHER MUNROE-BLUM, VICE-PRESIDENT (research and international relations), will be honoured by McMaster University at its fall convocation ceremonies. Munroe-Blum will be awarded one of two 1995 McMaster University Distinguished Alumni Awards. The awards are made annually, one in the arts and one in the sciences, to alumni who have distinguished themselves by way of their outstanding scholarship, research or creative contributions to the arts or sciences or service to society. Munroe-Blum is the winner in the arts category for her teaching and research on the role of social factors in the prevalence, course and treatment of long-term adult psychiatric disorders.

Faculty of Education

PROFESSOR GARY HUNT, CHAIR OF THE ELEMENTARY department at the Faculty of Education, has been named winner of the Meritorious Award offered annually by the Ontario Public School Teachers' Federation. The award is presented to a person who is not a member of the federation and who has made a significant contribution to education in Ontario.

Compiled by Joan Griffin, 978-5367; email: joang@dur.utoronto.ca

IN BRIEF



Giroux becomes next head of AUCC

ONE OF CANADA'S MOST SENIOR PUBLIC SERVANTS, ROBERT GIROUX, has been appointed president of the Association of Universities & Colleges of Canada. Giroux, 56, will replace Claude Lajeunesse, the new president of Ryerson Polytechnic University, in December. Giroux is currently secretary of the Treasury Board and comptroller general of Canada and is leaving the public service after 34 years, the last 13 at the deputy minister level.

Brzustowski is new president of NSERC

A FORMER DEPUTY MINISTER IN THE ONTARIO GOVERNMENT, TOM BRZUSTOWSKI, has been named president of the Natural Sciences & Engineering Research Council (NSERC). He replaces Peter Morand whose term ended Sept. 30. A graduate of U of T in engineering physics, Brzustowski went on to graduate studies at Princeton, earning a master's degree and a PhD in aeronautical engineering. He served as deputy minister of the Premier's Council of Ontario, a volunteer body charged with advising the provincial government on strategic science policy, from 1991 to 1995 and was deputy minister of colleges and universities from 1987 to 1991. He taught engineering for 25 years at the University of Waterloo where he also served as provost. NSERC is Canada's largest research granting agency.

York is first J. Tuzo Wilson Professor

PROFESSOR DEREK YORK OF THE DEPARTMENT OF PHYSICS HAS BEEN named the first J. Tuzo Wilson Professor of Geophysics. York, well known for his ability to popularize science, is an internationally recognized expert on the timescales of geological and biological evolution of the earth. The Faculty of Arts & Science with the help of the mining industry, corporations and individuals has raised \$350,000 for the professorship, effective July 1 for five years. J. Tuzo Wilson was the first geophysics graduate in Canada and one of the founders of the theory of plate tectonics upon which modern geology is built.

International collaboration enhanced

INDUSTRY REPRESENTATIVES AND ACADEMIC LEADERS FROM CHINA, Hong Kong, Thailand, Germany, the US and Canada met at U of T Sept. 28 and 29 to discuss issues affecting universities. As members of the Working Group on Academic Collaboration, established four years ago by the Hsu Chung Ching Educational Foundation of Hong Kong, the 20 participants discussed technology transfer, marketing of science and partnerships among universities, government and the private sector. They also heard case studies of successful international collaboration and Jon Dellandrea, vice-president and chief development officer, talked about U of T's development office.

Residences Full

Continued from Page 1 ~

Colleges. Rates at the federated universities such as Trinity or St. Michael's vary but are in the same ball park. The rent at Scarborough and Eindale, which have townhouses, also varies depending on the kind of accommodation.

In all cases that money adds up to needed income that U of T and its colleges use to pay bills and even fund programs. Predictably, filling residences to capacity during a period of cutbacks elsewhere has come as a relief to quite a few people. "We do our planning based on a nearly full occupancy ratio," said Bruce Bowden, dean of men at Trinity College, who was pleased to report a short waiting list at Trinity list last week. "If the residence budget is in a deficit position it mounts

up very, very quickly."

Patrick Donahoe, dean of students at Victoria University, said one obstacle to attracting first-year students to residence is their scepticism towards roommates. That is a problem for Victoria because of its 603 beds, about 40 percent are in shared rooms, Donahoe said. "The colleges that have them rely on having them filled to meet their bottom line. Selling them as singles won't pay the mortgage."

To show first-year students that sharing "is not the end of the world," Victoria University put together a brochure in which students talk about good experiences in residence and friendships they have made. It hasn't hurt: after four years of vacancies, there is now a waiting list at Victoria.

But though shared rooms are not

always hot property, there are other indications it is too early to write them off. "We had a waiting list for them this year," said residence officer Pamela Topham at Scarborough College. The reason: "It's cheaper." Because of the demand, some premium rooms at Scarborough were converted back to shared accommodation, she said.

Five years ago there were 30 to 40 vacancies through the year at Scarborough but as of last week there were just three places available, Topham said. She believes a reason for the increase in demand for accommodation at Scarborough is that it has more students.

Across U of T, the number of first-year students was up by 325, to 6,400.

Progress Made in Beijing

Continued from Page 1 ~

should be somehow accounted for in the national accounting," Cook said. "Not to recognize women's contributions, economically, puts them at a great disadvantage."

Canada played a major leadership role in the negotiations for an unwaged work and also in negotiating the right balance between parental rights and children's rights, a highly contested issue, Cook said.

The southern African countries argued strongly for the girl child's right to inheritance although this was a sticking point. The Islamic countries, because of stipulations in the Koran that women cannot inherit, were against the proposal and the parties reached a solution by compromising on the language of this question.

Another contentious issue was women's rights relating to sexuality. Language in the document drawn up at a UN conference in Cairo in 1994 pertained to reproductive and sexual health but Beijing went beyond that to recognize women's rights to control their own sexuality, free of coercion. This means the right not to be raped, genetically mutilated or sold into prostitution, Cook said.

Once drafted and adopted, the

governments are obligated to return to their respective countries to implement the platform. "It is of utmost importance to hold the governments' feet to the fire," said Cook.

Valerie Oosterweld and Lois Chiang, graduates of the U of T law school, attended the non-governmental organizations' forum. NGOs are government watchdogs, Oosterweld said. "The governments will try to get away with doing as little as possible."

The NGO forum, which received a lot of media attention because of

poor facilities and tight government security, left Oosterweld with mixed impressions. The overwhelming presence of the Chinese authorities, who were photographing and watching participants, overshadowed the workshops, took up a lot of conversation space and a lot of energy. On the other hand, meeting women involved with the human rights movement, networking and hearing about the work in their countries was energizing. "It was a very big success, in spite of what the Chinese authorities did," she said.

UNIVERSITY OF TORONTO

THE BULLETIN

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Employment Equity Position Eliminated

BY JANE STIRLING

UOF T WILL ELIMINATE TWO equity positions but that does not signal an abandonment of equity principles, says Professor Michael Finlayson, vice-president (administration and human resources).

Instead the elimination of the positions of employment equity coordinator and personal safety awareness officer indicate the University is refocusing its efforts in these areas, he said in an interview.

"We are broadening the base of equity issues. They have become the responsibility of a large number of people throughout the University. We now have dozens of people who make hiring decisions, who sit on committees, for whom employment equity is a consideration. And whenever we design or renovate a building, personal safety issues are part of the agenda in facilities and services."

Professor Rona Abramovitch, convenor of the Equity Issues Advisory Group and status of women officer, said she believes U of T will maintain its commitment to personal safety and employment equity. "Various parts of the jobs have been devolved. There are lots of people doing equity work at U of T so I would imagine nothing will change in that regard. The focus will be different but we're ready for a change in emphasis."

Budget considerations, among other issues, played a role in the decision to reduce the number of equity officers, Finlayson said. "With the election of the Harris government there's a certainty that the future will be far less agreeable than the past with respect to money. We are saving money through these changes."

The employment equity position, held by Mary Lynne McIntosh, will be eliminated over the next six months. Finlayson said she deserves much credit for helping to transform the University culture since her appointment in 1986. "We have an excellent policy on employment equity and have in recent years made measurable progress in the achievement of our goals."

McIntosh said she has thoroughly enjoyed her work as coordinator over the past nine years, adding that equity concerns are now more established in the minds of University employees. However, she feels there are challenges ahead if the University is to maintain its commitment to employment equity. It will be important to ensure the many aspects of her job are not overlooked. "Over the next few months I want to make sure the transition is done well. I want to make sure it's as smooth as possible."

She is also concerned about what will replace the Employment Equity Act when it is repealed by the Harris government. The University will have "a big communications job" ensuring employment equity principles are upheld in the absence of legislation. U of T, she stressed, must also ensure it continues to meet obligations to employment equity under the Federal Contractors Program.

Abramovitch has assumed employment equity responsibility for academic staff

and become special adviser to the provost in this area.

Various groups within the Human Resources Department will be responsible for statistical reporting and the ongoing review of employment equity policies. A five-member team, headed by Jackie Baker, acting manager (staff development), will look after administrative staff needs. The important issue for staff, Finlayson said, relates more to promotion than hiring. "We want to make sure our groups are represented throughout the various levels. This is a matter of career development and training. It's the next stage of employment equity."

Personal safety awareness officer Susan Addario moved to the Office of Student Affairs Sept. 18 to become executive assistant to David Neelands, assistant vice-president (student affairs). She will continue to be a safety resource person for students but the U of T Police will take over many of her former duties. The police will establish a community safety coordinator position, said Lee McKergow, manager of police services. The coordinator will look after various initiatives such as Walksafer and non-conflict training courses.

The University, Finlayson noted, must ensure it adapts to changing needs in society. In the mid-1980s there was a strong social consciousness towards employment equity. "The creation of the position had a great deal to do with the change in culture then. The philosophy behind employment equity was to raise the awareness of the community to these issues. This has happened. Not all the problems have been solved but the culture has changed. Organizations change, mature and grow over time. You don't create a position for all time."

Currently there is an emphasis on creating an environment where family responsibilities can be accommodated, he said. As a result the family care adviser position, formerly funded through one-time-only money, will receive base funding.



Susan Addario

Employment equity refers to a process that ensures equitable representation of designated groups — women, visible minorities, aboriginal peoples and persons with disabilities — in the workplace. The personal safety awareness officer was responsible for developing strategies to increase safety on all U of T campuses, conducting security audits and presenting safety lectures, among other duties.

Interdisciplinary Sounds



BABAK

Jean-Jacques Rousseau may have been a philosopher but he also knew something about music and wrote an opera called *Le Devin du village* (*the village soothsayer*). The music-philosophy connection will be explored in scholarly papers and live performances at a symposium at the Faculty of Music Oct. 13-15 (see Events, page 11). Pieces from Rousseau's work will be performed by three students from the faculty's opera program — Alexandra Tait, David Pomeroy and John McGillivray — who are seen here rehearsing their parts with accompanist Michael Evans.

Universities Prepare for Cuts

WITH LARGE GOVERNMENT funding cuts on the horizon, universities are facing a crisis. The possibility that transfer payments could be reduced by up to 20 percent will affect a great number of people, in and outside universities.

With this in mind four student groups, including U of T's Students' Administrative Council, organized a two-day political round-table discussion on the future of education Sept. 29 and 30. Planned to stimulate the interest of students and assist them in lobbying the government, the forum featured former premier Bob Rae and MPP Annamarie Castrioli, Liberal critic for colleges and universities and

former head of U of T's Governing Council. The partial deregulation of tuition fees, the income contingent loan repayment program and fee increases were some of the items on the agenda.

Around the province the wheels have been set in motion as universities wait for the government's economic statement in November announcing the reductions. In July the government announced universities would take a one percent budget cut in 1995-96, roughly \$16.8 million. The Harris government's Common Sense Revolution calls for a \$400 million cut in expenditures.

If the government adheres to its massive clawback scheme, U of T

could suffer a loss in grants ranging from \$53 million to \$70 million.

At the University of Western Ontario, a hiring freeze for academic, support and ancillary units has been instituted and the community warned of extremely severe government cutbacks.

In anticipation of the upcoming bad news, a Queen's University task force has been established to consider the university's budget options, while McMaster leaders are preparing work plans that reduce budgets by six percent in 1996-97 and five percent in 1997-98. The cuts, if implemented, would help the university meet an anticipated shortfall that could be as high as \$17.6 million.

Hospital Report Examined

Continued from Page 1 —
those at Sunnybrook.

• converting Wellesley Hospital into an ambulatory care centre for its local community with special consideration to HIV/AIDS care. The bulk of the Wellesley's tertiary/quaternary programs would be transferred to St. Michael's Hospital. The burn unit and musculoskeletal/rheumatology programs would be moved to Sunnybrook.

• creating a new rehabilitation teaching and research centre at the University Ave. site of Queen Elizabeth Hospital. Existing rehabilitation programs at Hillcrest, Mount Sinai, Riverdale and Queen Elizabeth Hospitals would be transferred to the new centre.

"All of our teaching hospitals have important clinical, education and research programs," said Dean Arnold Aberman of the Faculty of Medicine and vice-provost (relations with health care institutions). "We have to analyze the committee's recommendations in terms of the impact on our academic

mission as well as the impact on patient care and the communities which our clinical faculty serve."

The teaching hospitals are an integral part of U of T's health science education program, he added. Medical, dental, nursing and pharmacy students as well as students in occupational therapy, physical therapy, speech-language pathology and other health disciplines receive professional education in the hospital under the guidance of practising professionals who hold U of T appointments. Furthermore much scientific research takes place in teaching hospitals.

"While it is too early to comment on the specifics of the report," Aberman said, "our academic mission can be accomplished within its recommendations although I am concerned about two programs — women's health and inner-city health, especially AIDS and HIV programs."

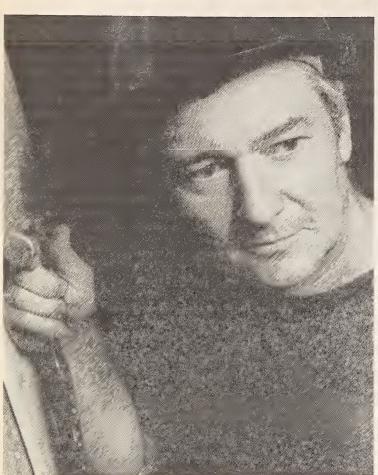
"We also have a commitment to our faculty members who may be

displaced by the closure of their work site to ensure that they continue to teach, do research and deliver health care to the community," Aberman said he welcomes the increased emphasis on rehabilitation medicine.

In addition to U of T's academic programs in the major teaching hospitals, many community hospitals also participate in teaching. The recommendations of the committee's report may also affect those community hospital-based programs.

At a news conference following the report's release, committee member Gerald Turner said medical and other health science students could be easily accommodated within the restructured system. "There is more than adequate space within the context of the teaching sector to look after them all." The restructuring effort would also help to centralize training programs, he said. However, he did not think the research enterprise would be greatly affected by the changes as it would be divided among the remaining institutions.

EACH WITH MEMORIES



Lothar Obermayer, above, takes a break from construction work at the site of University College's new art gallery, scheduled to open next spring. The gallery will be home to the University's art collection, including the sketch by Percy Robinson, below, and five other works currently on loan to the National Gallery for its 75th anniversary celebration of the Group of Seven. Robinson was an "invited contributor" to a 1922 exhibit by the G7 and a friend of several group members. The sketch is an illustration to his poem Georgian Bay, which starts, "Who are those against the white clouds/Bent and leaning from the west wind/Each with scars of many winters/Each with memories of ages?"



Johnson Condemns Cuts

STEPHEN JOHNSON IS NOT EXACTLY magnanimous in praise of big business. But Magna International Inc., one of Canada's biggest businesses, has given him a platform to have his say, a scholarship and a job.

Johnson, president of the Graduate Students' Union and a PhD candidate in the Department of Political Science, has been chosen as one of 10 finalists in the Magna International national essay competition.

"I totally condemned the right-wing agenda — the manufacturing of crises so we can cut, cut," Johnson said about his entry, in

which he recommended surtaxes on high incomes and a guaranteed annual income for Canadians.

Johnson's essay will be published with those of the other finalists and a group of invited essays in a volume by Key Porter Books. He'll also receive a \$5,000 cash award and the offer of a paid summer internship with Magna, the giant Canadian auto-parts manufacturer. If he goes on to win the grand prize, Johnson will get another \$5,000 and the offer of a year's employment with Magna after graduation. U of T as the winner's school will receive \$10,000.

Removing Barriers between Industry and University

BY ALIDA MINCHELLA

UNIVERSITY REPRESENTATIVES and industry leaders from across Canada have reaffirmed the need for closer collaboration in research and development.

"We need to build bridges," said Peter Morand, outgoing president of the Natural Sciences & Engineering Research Council, at a conference in Toronto Sept. 20-21.

Sponsored by NSERC and the Conference Board of Canada, the meeting was held to explore barriers that prevent cooperation and find ways to remove those barriers. The 100 or so participants also examined cases of successful Canadian partnerships.

Globally, research and development are having a significant effect on the economy, conference participants heard. For example, the value of what is produced by high-technology industries has more than doubled between 1980 and 1990 while that of other manufacturing industries increased by only 23 percent. Despite these trends Canada lags behind nearly all of its international competitors in industrial research and development support. Japan, the United States, Sweden and Germany spend about two percent of their gross domestic products on industrial research and development. The United Kingdom and France spend about 1.5 percent while Canada ranks just ahead of Italy at .75 percent.

"We stand at a crucial crossroad," Morand declared. "Our \$500 million budget is declining and we need to find a way to leverage the funding we've got," he said at a media briefing after the conference.

"Everyone agrees that university research is very much relevant to industry," said Professor Sufwat Zaky,

chair of the Department of Electrical & Computing Engineering, who attended the conference. "The difficulty is in making the connection and getting our work to be used by industry. We can do the work and produce results but unless there is a particular company with a direct interest in that work, it ends up being published but not used."

A survey of university and industry decision-makers conducted by NSERC and the Conference Board last May points to cultural gaps between the two sides as the biggest obstacle to closer collaboration. Industry representatives said the university

culture is not geared to business collaboration, while university officials thought industry had little understanding of the university culture. "These are different cultures with different motivations and different reward systems," said Jim Ningier, president of the Conference Board, at the media briefing. Time factors, for example, can cause tension between the two sides. Research has a long-term focus, which causes a lag time, but turnaround in business is much faster, Ningier said. "But some people are collaborating already and doing it well. We need to find those people and ask what they did to make it work."

Massey Welcomes Exiled Writers

MASSEY COLLEGE AND PEN

Canada, an international

human rights organization for writers,

editors and publishers, have an-

nounced a new writer-in-exile resi-

dency at the college and have wel-

comed Sarajevo poet and journalist

Admiral Mahic as the first resident.

The program is meant to give writ-

ers from trouble spots around the

world one year's safe haven in the

residential setting of the college. The

first year of the program is support-

ed by the University and author and

entrepreneur Christopher Ondajic,

but in the long run Massey College

and PEN hope to raise enough

money to secure permanent funding.

Mahic, who is a founding member

of PEN in Sarajevo, was forced to leave

his country last year after two years of

war. He has since lived in Switzerland,

Spain and Germany while writing a

novel, *American Dreamer*.

Why Theatre ?

INTERNATIONALLY ACCLAIMED theatre companies, productions, directors, performers and scholars will descend on Toronto Oct. 30 to Nov. 5 for the Why Theatre Conference & Festival.

The Berlin Schaubühne compa-

ny will appear for the first time in

North America performing Ibsen's

Hedda Gabler in German with

English subtitles. The innovative the-

atrical director and designer Robert

Wilson will present *Persephone* and *The Little Years*, written by U of T graduate student and Governor-General Award-winning playwright John Mighton, will be staged.

At a press conference Sept. 27, organizer Professor Pia Kleber, di-

rector of U of T's drama program, said

the festival will focus on new direc-

tions and challenges in the theatre

world. The festival will be held at

sites on and off campus.

JOLLY GOOD NEWS

BBC News

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1995 Alexander Lectures

GILLIAN BEER

Cambridge University

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Monday, October 23 What Seas What Shores
Tuesday, October 24 Darwin as Gulliver
Wednesday, October 25 The Goat in the Cave
Thursday, October 26 Ebb-tide and Empire

4:30 pm, Room 140, University College

15 King's College Circle, University of Toronto

Members of the staff, students and the public are cordially invited.

The Alexander Lectures are supported through the generosity of the Alexander Lectures Fund, the University College Alumni Association and bequests from the Jean Stewart Coupe and Helen S. Stewart Estates.

LETTERS



LETTER UNHELPFUL, DART MISDIRECTED

I was disappointed by a letter comparing Professors Furedy and Freedman (Another angle in equity debate, Sept. 5). I began to read it with some interest on the mistaken assumption that it was about the issue at hand and nearly reached the end before realizing that I had been tricked into reading a rambling insult: the author appears to be little more than an angry student with an axe to grind and his letter did not, I believe, enrich the reader with the insight it purported to contain. I began to wonder just how bad a mark or what degree of unhappiness might have inspired this unfortunate epistle.

Although I only hold a BSc in psychology and could not expect to

win a joust with the author who announced he is a doctoral candidate in the field, I did study under Professor Freedman for my third-year lab, a demanding course. I found him to be one of the best teachers I had during my four years of study. Rather than lecture out of a book (a frequent academic tragedy in my humble experience), he taught me a lot about critical analysis in research methodology by thinking about how people think they think about research questions. I never felt compelled to follow his attitudes like a sheep and quite coincidentally my final grade was considerably higher than a B. Surely there are some terrible teachers and arrogant thinkers at the University who deserve Mr. Nizami's taunts.

I merely wish he had selected one.

COLIN FURNESS
HART HOUSE

MUSIC STANDS TALL

"The Faculty of Music did not submit a plan." This statement on page 10 of your Sept. 5 issue, underneath the sawed-in-half instrument (a new viola joke?), surely needs qualification (Reductions, Expansions). Because of the current decanal search consideration of the plan that was submitted may have been put off, and the bald statement in *The Bulletin* is very embarrassing to the Faculty of Music.

KATHLEEN MCMORROW
FACULTY OF MUSIC

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Joy Kogawa *The Rain Ascends*
Està Spalding *Carrying Place*
Oct. 2nd 7:30pm (free)
The George Ignatieff Theatre
15 Devonshire Place



June Callwood *Trial Without End: A Shocking Story of Women and AIDS*
Elinor Burkett *The Gravest Show*
On Earth: America in AIDS
Oct. 5th 7:30pm (free)
The Sutton Place Hotel
955 Bay Street at Wellesley



Sir David Attenborough
The Private Life of Plants
a video, slide & lecture presentation
Oct. 7th 2-4pm
The MacMillan Theatre 80 Queen's Park
\$5 at the door (children under 12 free)

Susan G. Cole
Power Surge: Sex, Violence & Pornography
Oct. 10th 7:30 pm (free)
The Rivoli 332 Queen St. West



Linda Cullen & Bob Robertson
Double Exposure
Oct. 23rd 7:30 pm
The MacMillan Theatre 80 Queen's Park
\$5 / \$3 students & seniors (on sale Oct 10th)
Box Office 978-8668



Louis de Bernieres
Captain Corelli's Mandolin
Oct. 24th 7:30 pm
The Imperial Public Library (free)
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U OF T Day

SATURDAY, OCTOBER 14, 1995
10 A.M. - 4 P.M.

TEST YOUR REACTION TIME, WRITE YOUR NAME IN HIEROGLYPHICS, FLY A BLIMP!

ADMISSIONS & AWARDS

Bring us your questions about programs, prerequisites, awards, financial aid, housing, residence and student services. *Convocation Hall, 31 King's College Circle*

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Visit the Terence Harkness exhibit, student work-in-progress models as well as slide shows and computer applications demonstrations. *230 College St.*

ARTS & SCIENCE SATURDAY

Find out all about the Faculty of Arts & Science's 2,000 courses and 300 programs. In addition to the displays and activities across campus, drop in on one of the mini-lectures given by faculty members in Sidney Smith Hall.

Mini-Lecture Series

Why the United States Is Not Canada, Jean Edward Smith, Dept. of Political Science, 11:30 a.m.; Boppin', Groovin' and Rappin' — Living in a Rock'n' Roll Culture: An Introduction to Semiotics, Marcel Danesi, Dept. of Italian Studies, 12:30 p.m.; Astronomy: The Way Ahead, Simon Lilly, Dept. of Astronomy, 1:30 p.m.; Deception of Perception, Allison Sekuler, Dept. of Psychology, 2:30 p.m. *Sidney Smith Hall*

"Smart Classroom"

Come and see a room that allows instructors to prepare and project their material by computer and provides instant access to the Internet. *Sidney Smith Hall*

Aboriginal Studies

Find out about a new perspective on Ontario and learn about the province's and country's native languages. *Sidney Smith Hall*

Anthropology

Test your knowledge at our display of fossils and casts of skulls; view anthropological field-work. *Sidney Smith Hall*

Astronomy

Enjoy the view through rooftop telescopes and tour our on-campus telescope facilities. *McLennan Physical Laboratories*

Botany

Visit the botany greenhouse at College & University and see plants used for decoration, food and health care. *Earth Sciences Centre*

Chemistry

Tour the labs and watch ongoing experiments. *Lash Miller Chemical Laboratories*

Classics

Try a classics quiz to win a book! See video and slide shows. *Sidney Smith Hall*

Computer Science

Go on a scavenger hunt on the World Wide Web, watch the Playbot robot, experience the Reactive Room. *Sandford Fleming Building*

Computing in the Humanities

See demonstrations of local and Internet supported online resources in the humanities. *Sidney Smith Hall*

East Asian Studies

Features displays on China, Japan, Korea and India. *Sidney Smith Hall*

Economics

Find out about economics using computer technology. *Sidney Smith Hall*

English

Use the McLeod Collator to locate discrepancies between two versions of the same text; view illuminated manuscripts. *Sidney Smith Hall*

Fine Art

Use HyArt, a computerized teaching tool with photos, animated picture sequences, text and sound. *Sidney Smith Hall*

French

Try computer activities and win a prize for best answers to a quiz. *Sidney Smith Hall*

Geology

Find your own fossils, explore the evolution of life, take in a geology videotape. *Earth Sciences Centre, McLennan Physical Laboratories*

IsoTrace Laboratory

Find out what an accelerator mass spectrometer is and how it's used. *McLennan Physical Laboratories*

Linguistics

Take a picture of your name with a spectrograph; compete in the phonetic transcription contest. *Sidney Smith Hall*

Mathematics

Test your skill at logic puzzles and join the Annual Donut Slicing Contest! *Sidney Smith Hall*

Middle East & Islamic Studies

Have your name written in Arabic, Persian or hieroglyphics. *Sidney Smith Hall*

Physics

Displays on laser, medical, atmospheric and low-temperature physics. *McLennan Physical Laboratories*

Spanish & Portuguese

Multimedia demonstrations of the languages and cultures of the Ibero-American world. *Sidney Smith Hall*

Study of Religion

Videos about the Middle East highlight religious landmarks and artifacts. *Sidney Smith Hall*

UC Drama Program

Visit the playhouse from 10:30 a.m. to 1 p.m. to participate in open classes by program instructors. *Helen Gardiner Phelan Playhouse*

Zoology

See Life in the Soil and a live insect display. Tour Zooloods, a naturalistic landscaping project. *Ramsay Wright Zoological Laboratories*

Science Outreach

Students in grades 4-10 are invited to check out our hands-on activities. *Sandford Fleming Building*

COLLEGES

Sidney Smith Hall

Erindale College: check out Canada's only program in forensic science and find out what's up at the Mississauga campus; *St. Michael's College*: visit the info table in Sid Smith, then tour the college with guides leaving from Sid Smith; *Trinity College*: find out about college programs, then take a tour; *Scarborough College*: find out about programs, student services and facilities; *Innis College*: find out about the college, then take a tour leaving from Sid Smith; *University College*: information on college programs; *Victoria College*: tours of the college leave from the information booth at 11 a.m., 1 p.m. and 2:30 p.m.

New College

Get comfortable discovering U of T on its World Wide Web site at the college's computing facilities. Learn Japanese on a multimedia KanjiCard, take in some volleyball. Tours also available. *30 Huron Street*

University College

Visit our information desk to learn about our Ghost! Take a tour of our residences or join one of our historic tours of the college. Don't forget to check out our annual book sale! *Rotunda, 15 King's College Circle*

Woodsworth College

Come to the college book sale from 10 a.m. to 4 p.m. Free admission. *119 St. George St.*

DENTISTRY

Be a dentist for the day. See why and how cavities are drilled and use the drill yourself. Have a special camera look inside your mouth and show your teeth on a TV screen. *124 Edward St.*

EDUCATION

Attend a bachelor of education/Ontario teacher's certificate application information day. There will be special sessions at 11 a.m. and 2 p.m. *371 Bloor St. W.*

ENGINEERING OPEN HOUSE

Aerospace Engineering

Test your fencing skills on an electronic monitor. See the department's remote-controlled blimp and have the children fly a small blimp. *Sandford Fleming Building*

Biomedical Engineering

Demonstrations of state-of-the-art technology include advance eye-trackers and helmet-mounted aerial flight simulators. *Galbraith Building*

Chemical Engineering & Applied Chemistry

Along with the Chem Magic Show, see how we're making the pulp-and-paper industry even better. *Wallberg Building*

Civil Engineering

Dozens of exhibits, videos and hands-on fun as well as a tour of the world-famous structural laboratories. *Galbraith Building*

Electrical & Computer Engineering

Try your hand at the automated train-control system and model helicopter, then take in a robot wrestling competition. *Galbraith Building*

Engineering Science

Second-year students show off their design projects and are on hand for questions. *Galbraith and Sandford Fleming Buildings*

Engineering Society

Find out about the life of an engineering student from society members. Look for the traditional Parade of One for Homecoming 9T5. *Sandford Fleming Building*

Environmental Engineering

Learn more about how to become an environmental engineer. Specialties include water resources engineering and management and waste management. *Galbraith Building*

Geological & Mineral Engineering

See what happens in a big landslide, learn how to find oil and gas and much more. *Sandford Fleming Building*

Industrial Engineering

Displays, simulations and games show how industrial engineers make machines and systems operate more effectively. *Rosebrugh Building*

Information Technology & Research Centre Learn what Ontario's centres of excellence are





UNIVERSITY
OF TORONTO

PLANNING FOR
2000

DIVISIONAL
"WHITE PAPER"
PLANS

OCTOBER 2, 1995

The University of Toronto has completed the first phase of the most comprehensive planning process in its history, a process that will shape the University as it enters the twenty-first century. Academic and budget plans for 17 of the 28 academic Divisions were presented to the Planning and Budget Committee at a series of five meetings held during the summer. In addition to studying the plans, the Committee examined the ways in which the Divisions proposed to absorb their multi-year budget reductions, and endorsed the Provost's recommendations for funding allocations from the Academic Priorities Fund and the Academic Transitional Fund. It is this modest funding that will enable the Divisions to implement their plans. The funding recommendations will be before the Academic Board at its next meeting.

Because the plans will guide the development of the University over the next five years, it is important that members of the University community become familiar with them. As a step in this direction, this supplement of the U of T *Bulletin* provides relevant information on the plans and on the planning process. The first section provides the text of the words used by the Provost in introducing the plans to the Planning and Budget Committee on June 27, 1995. This is followed, in Section 2, with the Executive Summary of each of the 17 completed plans (and that of the plan of the Faculty of Forestry, completed a year earlier). Finally, Section 3 provides a summary of the funding allocations recommended by the Planning and Budget Committee.

We are very pleased that this phase of "Planning for 2000" has been completed. We continue to work closely with the Deans of the remaining Divisions to finalize their plans, and will be bringing those forward at the earliest possible opportunity. The divisional priorities, as expressed in the plans, will guide the development of the case statement for the private funding campaign that the University is currently preparing to launch and which will be the most ambitious such campaign in the history of this or any other Canadian university. Other aspects of the plans, in particular those dealing with libraries and information technology, and with space and renovation, will be reported on separately.

In summary, the academic planning process at the University of Toronto has charted an ambitious and exciting course to the next century. Following this course will also mean taking advantage of as-yet-unforeseen opportunities to further our progress, and dealing with challenges to our ability to proceed. It will require an ongoing commitment to reviewing and assessing progress and, if necessary, revising our plans accordingly. The planning exercise itself, by involving large numbers of the University community in assessing our strengths and thinking about the future, has prepared us well to continue this process. As we move to the next phases, and particularly as we prepare to launch our crucial development campaign, we do so with a firm footing and a clear vision.



Adel S. Sedra
Vice-President and Provost



Carolyn Tuohy
Deputy Provost

I. PLANNING FOR 2000 – NOTES FOR THE INTRODUCTION TO THE PRESENTATION OF THE PLANS TO THE PLANNING AND BUDGET COMMITTEE, SUMMER 1995

As this phase of the "Planning for 2000" process draws to a close, I thought it would be helpful for everyone if I were to review the process and indicate where the University and its 28 academic divisions are in this process at this time.

Launching the Planning Process

The planning process was launched in early September 1993 through the publication in the U of T *Bulletin* (September 7, 1993) of four reports dealing with important aspects of the University's mission and its operation.

In the same edition of the *Bulletin*, I issued a memorandum to the University community inviting participation in a comprehensive planning process, the goal of which was to deliver to the third millennium a stronger University of Toronto. This goal was to be achieved despite the severe financial constraints of the 1990's. Only the broadest outlines of the planning process were announced at that time.

Throughout the fall of 1993, Deputy Provost Tuohy and I engaged the University community, in groups small and large, in discussions about the future of the University and how to get there. Most of these sessions began with a discussion of the four reports mentioned earlier but quickly moved on to broader issues. Simultaneously, and with the benefit of these discussions, the Deputy Provost and I were working on a document that would guide the planning process at the University. Various drafts of this document were discussed with the President and Vice-Presidents and most extensively with Principals and Deans who made many constructive proposals that helped make the final document a much better one.

The White Paper

The planning document entitled "Planning for 2000: A Provostial White Paper on University Objectives" was published, in draft form, on February 14, 1994 as a Special Edition of the U of T Bulletin. The paper, which has become known simply as the White Paper, began with a picture of the University of Toronto in the year 2000 and of the defining themes of the planning process that we proposed to make this picture a reality. With the end result reasonably well defined and with the major planning themes proposed, the White Paper then proceeded to develop objectives for the University, covering every aspect of its mission and of its operation. It also outlined strategies for achieving these objectives. Objectives and strategies were presented for ten areas beginning with "Linking Teaching and Research" and ending with "Improving Our Ability for Self-Assessment and Accountability".

The White Paper also presented a framework for planning and budgeting. It proposed the continuation of the process of long-term budgeting, a process that has served this University extremely well. The averaging scheme inherent in long-term budgeting means that the effect of external disturbances, mostly resulting from Government reduction of our funding, would be minimized and spread out over a number of years, reducing the need to react immediately (by for instance putting in place such measures as hiring freezes, with the expected panic and demoralization that usually follow such actions, as we know too well from the late 1970's and early 1980's). Essential to the success of long-term budgeting, however, is a sophisticated budget model that is sensitive to the obvious and not so obvious economic and political considerations. Thanks to our Office of Planning and Budget we do have such a model, a model that was first used in 1989 for the development of the 1990-1996 budget plan and that has since been modified and greatly improved.

The Long-Range Budget Plan

The White Paper proposed the development of academic and budget plans covering the period 1994-2000. To support this exercise, a set of Long-Range Guidelines for Planning and Budgeting (1994-95 through 1999-2000) were developed and approved by University governance. The premise of the budget plan is that by the end of the plan period (i.e. the year 1999-2000) the University would be in a

state of financial equilibrium and furthermore, that at that time the total accumulated deficit of the operating fund would be no larger than that at the beginning of the plan period. It is important here to note that the University entered this planning period with an annual budget shortfall (1993-94) of \$6.3 million and a total accumulated deficit of \$16.2 million. The budget model was to take into account the expectation that the social-contract annual grant reduction of \$17.9 million would become a permanent one in 1996-97, as well as the various predictions on changes in the operating grant and tuition fees. Table 1 shows the updated version (June 1995) of the Long-Range Budget Model. Note that by the end of the plan period the accumulated deficit will be reduced to a very small amount and the annual budget will be nearly balanced.

The new plan period (1994-2000) overlaps for two years with the period of the previous long-range plan (1990-96). For this reason and because many of the academic divisions are still (in 94-96) implementing budget reductions from the previous plan, it was decided that whatever budget reductions are called for in the new plan, these reductions would not come into effect until 1996-97. This has resulted in assigning the academic divisions a uniform base budget reduction of 1.6% per year over the four years 1996-97, 1997-98, 1998-99 and 1999-2000, for a total reduction of 6.4% of the relevant base. It was further decided that the Provost would allocate this reduction to the academic divisions on a pro-rata basis. Accompanying this decision, however, was the decision to create the Academic Priorities Fund and to allocate this funding on the basis of the divisional plans in a selective manner. That is, rather than exercising selectivity on the budget reduction side, as has been done in the past, we decided to implement differentiation through the selective allocation of the APF. Our decision to adopt this approach was based on a number of considerations:

- 1) A process of assigning a pro-rata budget cut and making selective allocations avoid the "chicken-and-egg" problem that can arise in planning. Divisions need some sense of the magnitude of the budget reduction they face in order to do their planning. Selective allocations can then be made on the basis of those plans. Trying to make selective reductions in the absence of plans, moreover, would mean relying on past performance and possibly (and regrettably) on the perception of the division's ability to attract external funding.
- 2) Achieving the differential allocation of resources through a combination of pro-rata budget reduction and selective allocation from a priorities fund makes it possible to make decisions on the basis of the division's vision, potential and plans for achieving its goals through a mix of internal and external funding. In particular, it makes it possible to tie decisions on funding from the APF to the division's fundraising effort; a linkage that we have attempted to forge in our responses to divisional plans.
- 3) One of the objectives of the planning exercise was to enable divisions to undertake restructuring projects. Such an activity is much more suited to a system of initial reductions and later selective allocations based on divisional plans for restructuring.

A Process for Developing Divisional Plans

In addition to presentation of a long-term budgeting framework, the White Paper also outlined a process for formulating a comprehensive plan (academic, budget, space, information technology, laboratory equipment, etc.) for each division. The process was to be broadly consultative and involve all the constituencies that make up the division: faculty, staff and students. The White Paper ended with an invitation to all 28 academic divisions to get on with the task of formulating a divisional plan that follows the main themes of the White Paper and that would adopt an appropriate subset of the objectives presented in the White Paper. In short, a plan that would strengthen the division and would in the process help the University realize its objectives.

Following the release of the White Paper, the Deputy Provost and I once more engaged in discussions and debates on its substance with many campus groups, including weekly meetings with groups of department chairs. This phase of consultation, although it did not result in a major revision of the paper, certainly gave us an opportunity to explain and clarify to the University community some aspects of the planning document. More importantly, it helped us clarify our thinking on a number of issues.

The White Paper was also discussed in committees of the Academic Board and by the Board itself which gave it a very strong endorsement. Similarly, the document was presented to the Governing Council. Those parts of the White Paper dealing with "Restructuring Our Areas of Study" were incorporated in the Long-Range Guidelines for Planning and Budgeting and received formal approval through the Board committees, leading to the Governing Council.

Finally, as a further aid to the divisions in plan development, a memorandum describing what was expected to appear in the plans was issued to the Principals and Deans on April 26, 1994.

The Priority, Transition and Infrastructure Funds

A very important instrument in the planning exercise has been the creation of a number of funds whose detailed terms-of-reference were approved by governance as part of the Long Range Guidelines for Planning and Budgeting, 1994-2000. The most important of these funds is the Academic Priorities Fund (APF). Created through the consolidation of a number of earlier separate funds, the APF has a base component of \$19.7 million and an OTO component of \$12.6 million. It is the major instrument available to the Provost to assist the academic divisions to implement their plans and achieve their aspirations. The Academic Transition Fund (ATF), a sinking fund of \$12 million, has the purpose of helping the divisions on a temporary basis (i.e. in the transition) adjust to lower levels of spending. Finally, the University Infrastructure Investment Fund (UIIF) was created to update the University's infrastructure. Expenditures from the UIIF have thus far been limited to University-wide projects rather than divisional projects. It also is a sinking fund. Recommendations for allocations from these funds are to be brought forward to the Planning and Budget Committee. Thus far, we have made only very few recommendations. Detailed accounting of all funds from the day of their inception is included in the 1995/96 Budget Report. It was a deliberate decision on our part to postpone the bulk of the allocation from the priorities fund pending the development of the divisional plans. As will be seen later, we now are ready to bring forward to the Planning and Budget Committee recommendations on multi-year allocations from the APF and the ATF.

Development of the Plans

The period May 1, 1994 to December 31, 1994 was devoted to the plan development in the divisions. During this period our role at the centre was mainly to provide assistance and advice as required to the divisions, mostly through their Deans but in a number of cases through meeting with planning committees, faculty councils, etc.

In this regard, it should be recalled that the White Paper envisaged the process of developing divisional plans as an iterative one involving continual interaction between the Dean and the Provost (and, of course, consultations between the Dean and the members of the division) until agreement is reached on the outlines of a plan. The meetings with the Deans in 1994 were considered the initial phase of this interactive and iterative process.

In addition to providing guidance and advice on the development of divisional plans, work at the centre was undertaken with three purposes: making significant improvement in the delivery of central computing services to the academic divisions and launching the transition of the Library to digital format; the initiation and support of multi-disciplinary, multi-faculty initiatives in areas such as International Studies, Mathematical Sciences, Environmental Studies, Population Health (or Health and Society); and making significant improvement in the area of student recruitment.

On the first group of initiatives, those related to the library and information technology, major progress can now be reported. Two task forces: the Task Force on the Electronic Library (TFEL), chaired by the Chief Librarian, Ms Carole Moore, and the Task Force on Academic Computing (TFAC), chaired by Professor Carl Amrhein, were appointed in 1994 and reported later that year. Their reports made innovative

and bold proposals that received strong and enthusiastic support from the University community. This support was expressed most eloquently at a meeting of Principals, Deans, Academic Directors and Chairs held in early March 1995. Armed with this strong support and with the view that we have to seize the opportunity of restructuring that the President had proposed for the Computing and Communications portfolio, we decided to act expeditiously. Details of the plan for the delivery of computing and communications services to the academic divisions will be dealt with in a later document. Here, suffice it to say that our plan has been to restructure UTCC in a way that re-orientates its resources towards the service of the academic divisions.

On the second group of initiatives, those aimed at creating programs that cross divisional boundaries in some carefully selected areas, we have made some progress but a great deal remains to be done. Some of the results in this area will be reflected in some of the programmatic and resource allocation proposals that will appear in the plans, and others will follow soon.

Finally, in the area of student recruitment we have set up a single-person commission (Professor Peter Silcox) and we await his report shortly. We intend to act on his recommendations expeditiously.

The Provost's Response to the Plans

To study the divisional plans and to assist me in formulating a response to them, I have relied on the provost group consisting of: the Provost, the Deputy Provost (Carolyn Tuohy), Vice-Provost (Paul Goch), Vice-Provost (Derek McCommandon), Vice-Provost (Planning and Budget) (Dan Lang), with the Assistant Provost (Beata FitzPatrick) acting as Secretary of the group. The group has been meeting since the mid-fall of 1994 and has intensified its efforts during the Spring of 1995. The group's work has been supported by the Assistant Vice-Provosts and the Planning and Budget Office.

In addition to the Provost's group, I have sought and received advice from Vice-President Heather Munroe-Blum on matters related to research, from Vice-President Michael Finlayson on plans with major human resource implications, and from Vice-President Jon Dellandrea on matters related to development (more on this later). In addition, Professor Rona Abramovitch, the Status-of-Women Officer, has been very helpful in providing comments on the plans from an equity-issues perspective.

The process of formulating a response to the plans has been truly iterative. The Deputy Provost and I met with the deans a number of times, initially to seek clarification and lately to provide substantial feedback. With nearly every plan, some issues remain to be resolved, as will be made clear later in this report. We have decided, however, that at this time we are able to respond to substantial portions of the plans. The plans are being brought forward to the Planning and Budget Committee for information and in order to provide context for the Committee's consideration of the allocations recommended from the Academic Priorities Fund and the Academic Transition Fund. An omnibus motion regarding the allocations will be made at the last meeting in the series of meetings scheduled for June and July 1995. It is also possible that the implementation of aspects of some plans will require further approvals from the Planning and Budget Committee and/or from the Committee on Academic Policy and Programs and the Academic Board. We will take advice on these matters from the Secretary of Governing Council, Dr. Jack Dimond, and proceed accordingly.

Format of the Presentations to Planning and Budget Committee

In this round we plan to present to the Planning and Budget Committee eighteen plans (see schedule attached) for information. For each faculty, we shall present a synopsis of the plan, with a copy of the plan itself complete with supporting documentation, being made available in the Governing Council office for consultation by members of the Committee who might wish to do so.

The synopsis will consist of an Executive Summary providing the main themes of the plan and the Provost's response. Then the highlights of the plan are presented. This is followed with information on the budget reduction that the unit is taking and how the reductions are to be achieved. Finally, information is provided in tabular form on the unit's requests for funding from the APF and the ATF and our response to these requests. The responses fall into

one of three categories: approve (i.e. recommend funding either in full or in part), deny, or defer. The last category deserves some elaboration.

We have decided at this stage to defer consideration of the following categories of requests:

1) Information technology and libraries

- defer and consider all requests together at a later date and in light of the changes being made in the delivery of central computing and communications services and of library services. Some exceptions have been made in areas of urgency.

2) Capital projects, including renovations, furniture, etc.

- defer and consider all requests together at a later date, at which time the Capital Plan of the University will be formulated.

Readers of the White Paper will recall its emphasis on three themes: continuity, selectivity and creativity. Initial versions of some of the plans were very strong on continuity and creativity but somewhat weak on selectivity. These plans have benefited greatly from the iterative process of plan development and I am pleased to report that the revised plans all show a great deal of selectivity and evidence of facing the difficult question of making choices.

The plans we will be presenting are, as one should expect, very different from one another, for each has been developed to suit the needs and aspirations of a particular division. The plans, however, share the common themes mentioned above. As well, they address many of the University objectives of the White Paper. The plans can be broadly classified into a number of categories, e.g. a consolidation-type plan, a growth-type plan; a redeployment-type plan and so on. The Executive Summary of each of the plans will attempt to provide such a characterization.

Many of the plans, especially those from the larger divisions, include some sort of restructuring, with the most obvious involving the merger of departments. It should be mentioned that in most cases these mergers are undertaken to improve quality rather than to realize savings. Of course, savings are usually realized and are redeployed by the division to other areas of high priority.

In our response to the plans we, as expected, have not been able to fund all the divisions' requests. To allow for yet greater selectivity to be exercised by the deans we have decided to allow the deans considerable freedom on the deployment of resources being allocated. Examples of this will appear in the plans.

Four other issues require comment. First, although a number of the plans addressed the issue of enrolment, it is our view that further work in this area is required. Specifically, we intend to work with each dean to arrive at an enrolment target for both undergraduate and graduate programs. In some cases a blended target combining both undergraduate and graduate enrolment may be desirable, giving the division the ability to shift enrolment from one to the other to respond to demand or other considerations. In any case, agreement will have to be reached with each division before final sign-off on the plan.

Second, some plans addressed the issue of performance indicators including devising milestones to gauge success in plan implementation. Here again, however, it is fair to say that a great deal more is needed. Although the University as a whole is committed, through its response to the report of the Broadhurst Committee on Accountability, to the annual evaluation of indicators and the reporting of these to Governing Council, no such requirement has been made of the divisions. We intend to proceed carefully. The Planning and Budget Office will provide us with Council of Ontario Universities' indicators calculated at a program level which we shall study and share the results with the appropriate deans and principals. We believe that the divisional leaders will find these useful as a tool to identify shortcomings and improve performance. In the meantime, we intend to reach agreement with each division on a modest set of milestones that the division can use to gauge progress in plan implementation.

Third, some evidence of three-campus planning can be seen in the current plans and we are pleased with the result. A great deal more, however, needs to be done, and we intend to continue to work with the Dean and the two Principals to make sure all opportunities are explored during plan implementation.

Fourth, while some divisions have already identified their development priorities for the coming University campaign, others are still working on their development plans.

Development Plans

The University is currently preparing to launch a major fundraising campaign. An extremely important aspect of this campaign is that its projects and priorities will be determined by the academic priorities of the divisions, in other words, it is going to be "need driven" rather than "donor driven". We intend to work with our donors to ensure that their gifts are for projects that will respond to the needs of the academic divisions as opposed to ones that will cause the University to venture into directions outside its plans and aspirations. To ensure this tight coupling between advancement projects and academic plans, APF funding for some of the divisional academic priorities has been made contingent upon obtaining some of the funding through private giving. We have utilized this scheme in particular in our response to plans that call for growth, e.g. Law and Management. The specific scheme proposed is a "leapfrog" arrangement by which raising one million dollars for an EAF - matched endowed chair would gain the division two new tenure-stream entry-level positions: one position following the enhanced arrangement now in place and another position as an added incentive. As an example, for the Faculty of Law to realize the main objective of its plan, which is to increase significantly the size of its faculty complement, it will have to raise \$4 million for four EAF - matched endowed chairs (see the synopsis the Faculty of Law plan).

As mentioned earlier, not all the development plans have been received. We intend to work with the divisions and with Vice-President Dellandrea and his colleagues to prepare a case statement for the Campaign by early July.

Plans Not Finalized Yet

We plan to continue working with seven divisions (FIS, Music, Nursing, Pharmacy, P&HE, Scarborough and SGS (administration) and to forward the resulting plans to P&B in the Fall. In each case there are good reasons for the delay.

The Priorities Fund Reserve

At this time we plan to reserve \$6.4 million from the base component of the APF to be used to fund information technology requests, the enhancements associated with the EAF - matched endowed chairs program and future allocations during the period 1995-2000.

Concluding Remarks

The plans that the Planning and Budget Committee are about to examine represent a great deal of work on the part of hundreds of people. They are the results of a process that has proved to be invigorating for the departments and the faculties. It is a process of self examination, of making choices, of re-affirmation or redirection of effort, and of redeployment of resources. The success of the plan of a division should not be measured by the amount of funding being recommended for allocation from the APF. Indeed, a number of excellent plans call for the achievement of the division's goals through a redeployment of its existing resources.

The plans contain substantial restructuring including the merger of departments and the further devolution of functions from the centre to the divisions. Much of the redeployment of resources, however, will be taking place within departments, centres, and programs. It is fair to say that a major success of the planning exercise is that it has created a climate of change in which directions that had not previously been considered or even deemed possible, can now be realized. Another point worth observing relates to development: if we had not engaged in this process, we would not be where we are with respect to development; indeed, the planning process has put us in a perfect position vis-à-vis the major development campaign the University is about to launch.

Finally, it is important to note that this is by no means the end of the process. Planning as we envisage it is a process of continual adaptation and refinement, taking advantage of opportunities as they arise and facing and overcoming difficulties as they are encountered. We believe that there will be many difficulties and plenty of opportunities along the road.

Sources of Funds	YEAR OVER YEAR INCREMENTAL CHANGE							1999-2000
	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	
Social Contract Period								
Government Operating Grants	1.4	(9.0)	(3.2)	1.3	3.2	3.8	3.9	
Social Contract Grant Reduction	(17.9)							
Tuition Fees	3.8	12.1	3.3	3.8	4.4	4.8	5.0	
Investment and Other Income	(0.1)	0.8	2.6	(2.6)	0.1	0.4	0.5	
Budget Strategies:								
Removal of Hart House/DAR Support	1.1	0.7						
Student Ancillary Fee	2.3	2.3	2.6					
Offset to Grant Withdrawal for AQs and UTS	0.8	1.3						
EAF/Endowed Chair Strategy		0.1	0.3	0.2	0.2	0.2	0.2	
Privatization of AQ Courses			3.8					
Overhead on Continuing Education Fees		0.1	0.2	0.2	0.1	0.1	0.1	
Cost Containment on Benefit Plans				0.1	0.1	0.1	0.1	
Cost Savings Arising From Infrastructure Expenses				0.1	0.1	0.2	0.2	
Currently Scheduled Budget Reductions								
- originally scheduled in Budget Guidelines	3.6	3.7	3.6					
- additional reduction assigned in 1991-92	2.1	2.0	2.0					
- additional reduction assigned in 1992-93	5.3							
Additional Budget Reductions Required			0.8	7.1	7.2	7.3	7.5	
Total Sources of Funds	2.4	14.1	16.0	10.0	15.3	16.7	17.2	
Application of Funds								
Contractual Obligations and Policy Commitments	4.5	3.5	2.3	1.1	2.2	2.9	3.0	
Compensation Costs (Net of Recoveries)	9.1	0.2	(1.9)	7.0	8.8	8.9	9.5	
Social Contract Cost Reductions	(17.9)			17.9				
Academic Priorities	1.7	2.4	3.1	3.1	3.2	3.3	3.4	
Administrative Priorities	0.2	0.3	0.3	0.3	0.3	0.3	0.4	
New Expenditures Offset by Revenue	0.2	0.3	0.8	0.1				
Year-Over-Year Change in OTO Costs	1.7	(1.5)			(1.5)	0.4		
Prior Year's Base Budget Deficit	9.2	6.3	(2.6)	(14.0)	5.5	3.2	2.3	
Total Application of Funds	8.7	11.5	2.0	15.6	18.5	19.0	18.6	
Annual Operating Surplus/(Deficit)	(6.3)	2.6	14.0	(5.5)	(3.2)	(2.3)	(1.3)	
	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	
ACCUMULATED DEFICIT BEGINNING OF YEAR	(3.6)	(16.2)	(10.0)	2.7	1.2	1.0	(0.2)	
PLANNED ANNUAL SURPLUS/(DEFICIT) ARISING FROM BUDGET	(6.3)	2.6	14.0	(5.5)	(3.2)	(2.3)	(1.3)	
FORECAST VARIANCE FROM BUDGET	8.0	5.5						
ONE TIME ONLY DEFICIT CONTROL MEASURES REQUIRED	0.7	0.7	0.7	0.7	0.7	0.7	0.7	
RELIEF FROM OTO PROGRAM FUNDING FROM GOVERNMENT								
NET PENSION SAVINGS AFTER SOCIAL CONTRACT OBLIGATIONS	10.0	25.0						
TRANSITION FUND EXPENDITURES		(2.2)	(7.4)	(4.8)	(1.6)			
INFRASTRUCTURE FUND EXPENDITURES			(7.8)	(14.0)	(5.7)	(4.1)		
VACATION PAY ACCRUAL	(0.2)							
YEAR-END LIABILITIES AND REPAYMENTS	(7.0)	(2.5)	3.5	3.4	2.2	0.4		
ACCUMULATED DEFICIT BEFORE TRANSITION FUND COMMITMENTS	(9.1)	(10.0)	11.8	(9.3)	(4.7)	(0.2)	(0.8)	
TRANSITION/INFRASTRUCTURE FUND COMMITMENTS	(7.1)		(9.1)	10.5	5.7			
ACCUMULATED DEFICIT, INCLUDING COMMITMENTS	(16.2)	(10.0)	2.7	1.2	1.0	(0.2)	(0.8)	
MAXIMUM DEFICIT PERMISSABLE BY POLICY	(8.6)	(8.7)	(8.9)	(8.9)	(9.0)	(9.2)	(9.3)	

II. EXECUTIVE SUMMARIES OF THE DIVISIONAL PLANS

FACULTY OF APPLIED SCIENCE AND ENGINEERING

The academic plan for the Faculty of Applied Science and Engineering is an excellent one, which combines consolidation and redeployment of resources with significant growth in a few selected areas. It was developed through an exemplary process involving external reviews of each of the Faculty's departments, and extensive consultation with faculty, students, staff and associates of the Faculty.

Indeed, one of the important results of this planning process has been to bring about a commitment in the Faculty to planning on an on-going basis. The draft plan completed in December 1994 included a number of proposed initiatives and directions for development that were sketched in broad outline but that required considerable follow-up work. In January 1995 an Advisory Committee on Planning (ACP) with representation from within and outside the Faculty was appointed to oversee and pursue this further work, and an updated resources plan was submitted to the Provost in June 1995 which provides details on elements of the plan which have been completed thus far. The ACP continues to lead the process of exploring a number of the other options that are currently at an early stage of development.

The Faculty offers a broad range of undergraduate and graduate programs, and has the largest enrolment of any engineering faculty in Canada. It currently enrolls 2676 B.A.Sc. students, and 459 M.A.Sc., 381 M.Eng., and 400 Ph.D. students. Over the past few years, the balance between undergraduate and graduate enrolment has shifted toward the graduate level. Between 1988-89 and 1994-95, graduate enrolment increased markedly from 743 FTE to 1211 FTE, even while academic complement remained fairly constant. In 1993, the undergraduate enrolment target was reduced from 750 to 700 FTE, to provide a higher quality of education and to raise marginally the entrance standard with a resulting reduction in attrition in the first year.

The research funding attracted by the Faculty, drawn primarily but by no means exclusively from the federal granting councils and particularly the Natural Sciences and Engineering Research Council (NSERC), rivals its university base budget in magnitude. The Faculty has been particularly successful in competitions to establish Ontario centres of excellence and federal networks of centres of excellence, as well as in competitions for NSERC Research Industrial Chairs. In 1994-95, the Faculty's base budget and its external research funding were essentially equivalent at about \$30 million each.

The external reviewers who examined the Faculty's programs as part of the planning process ranked the graduate program in Aerospace Studies, the graduate and undergraduate programs in Electrical and Computer Engineering, and the undergraduate program in Engineering Science to be "pre-eminent in Canada and among the very best in North America." The graduate and undergraduate programs in Chemical Engineering and Applied Chemistry, Civil Engineering and Mechanical Engineering were judged to be "among the very best in Canada and highly regarded in North America."

The Faculty's plan seeks to build upon these strengths, and to address some of the problems and challenges identified in other areas. In order to accomplish the plan, the Faculty is seeking a net complement addition of 11.68 FTE. In 1994-95, the Faculty's academic complement was about 184 FTE. In order to meet its assigned budget cut, the Faculty must reduce its academic complement by 19.10 FTE through the non-replacement of retirements, resignations and contract-limited term appointments, the giving up of a vacant position, and the reduction of the academic salary budget held at the Faculty level. All retirements in the planning period that are not already bridged must be given to the cut. These cuts will yield a reduction of the tenured/tenure-stream complement of about 10 percent. The Faculty is seeking to restore this reduction on a selective basis and to make additions in particular areas of strength. In total, the Faculty is seeking an addition to academic complement of 31 FTE, of which 4.0 have already been realized by the raising of four chairs under the enhanced EAF matching scheme.

The Faculty must also reduce administrative staff in order to meet its assigned cut. It is proposing a reduction of 16.4 FTE, or about 12 percent of its administrative staff on base

budget. It seeks selective restoration of certain of these positions.

Of the numerous dimensions of the Faculty's plan, four in particular should be highlighted. Two relate to areas of growth, and two to areas of consolidation and redeployment. One area of growth and program development is the proposed new undergraduate collaborative program in Environmental Engineering to be offered by a new Division of Environmental Engineering based on the model of the existing Division of Engineering Science. The proposal envisages the offering of environmental options in renamed undergraduate programs in Chemical and Environmental Engineering, Civil and Environmental Engineering and Mechanical Engineering. The program, given its collaborative nature, can be offered to a considerable extent within the Faculty's current resources. It is, however, requesting 2.0 FTE positions in each of the three relevant departments, as well as 1.0 FTE technical and 1.0 administrative position.

In a second area, the Faculty proposes substantial growth. The premier undergraduate program in Computer Engineering is to be re-focused and expanded, adding a second section (doubling enrolment) and introducing two subprograms in software engineering and communications. The current program is in extremely high demand: the number of "prime" applicants (defined as applicants with technical OAC averages above 85 percent and OAC English above 70 percent) is currently almost three times greater than the enrolment target. This is by far the highest demand for any of the Faculty's undergraduate programs, and it is likely to increase with the addition of the proposed subprograms. To accomplish this expansion, the Faculty is seeking a substantial addition to the academic complement of the Department of Electrical and Computer Engineering. It wishes to replace all retirements in the Department in the planning period, including those already bridged (amounting to 7.8 FTE), to add another 10.0 FTE positions, and to redeploy 2.0 FTE positions from elsewhere in the Faculty. It also wishes to add 6.0 FTE in technical and program support. The net addition of 12.0 FTE positions to the Department's current academic complement will allow for the mounting of the expanded undergraduate program and for the addition of about 50 graduate students, and will provide the Department with the critical mass of faculty to move into the ranks of the top five Electrical and Computer Engineering departments in North America.

The expansion of the Computer Engineering program will also require the participation of members of the Department of Computer Science in the Faculty of Arts and Science. The plan therefore includes a request for the addition of 3.5 academic positions in the Department of Computer Science. This initiative has the enthusiastic support of the Chair of Computer Science and the Dean of Arts and Science.

In two other areas, the Faculty plans to enhance its programs through the consolidation and redeployment of existing resources. It is merging, subject to the approval of the Academic Board, the Department of Industrial Engineering into the Department of Mechanical Engineering, and adopting a program structure that provides the first two years substantially in common for the undergraduate programs in Mechanical Engineering and Industrial Engineering. This reorganization will enhance the quality and attractiveness of the Industrial Engineering program, which has suffered from relatively low initial demand by students in the past few years despite the high demand for its graduates, particularly in the service sector of the economy, and will also allow for a more efficient deployment of both academic and administrative resources. A task force co-chaired by the Dean and the Chair of Mechanical Engineering is currently working out the details of this merger.

In a second area in relatively low demand — Metallurgical Engineering and Materials Science — the Faculty is also initiating changes, entirely within existing resources. The undergraduate program has been restructured and renamed Materials Engineering, and a Materials option has been added within the Mechanical Engineering program. Further changes may be made as admissions and enrollment are monitored over the 1995-96 cycle.

The Faculty is also seeking the selective restoration of administrative positions lost to budget cuts in Aerospace

Engineering, Chemical Engineering and Applied Chemistry, Mechanical Engineering, and Metallurgy and Materials Science.

Beyond its academic programs, the Faculty is proposing a number of other significant initiatives relating to attracting and supporting outstanding students. It seeks to expand its high school liaison activities, its Professional Experience Year (PEY) Program and its support for English writing and speaking proficiency, as well as to continue the Provost's 1:2 match for equipment funds raised through the undergraduate student levy.

Finally, the plan contemplates the development of a number of significant initiatives in the future as the process of planning continues within the Faculty. Among the most exciting of the avenues proposed for exploration is the possibility of developing five-year joint programs combining the B.A.Sc. with a B.Sc., an M.B.A. or an M.Eng.

The Provost is very pleased to respond positively to the Faculty's plan. He proposes that the Faculty's request for 27 additional FTE academic positions be met as follows: 14 from the APF unconditionally, and 9 under the EAF enhanced matched endowed chairs program, 4 of which will each attract a "leap-frog" position from the APF. The allocation of these positions should be at the Dean's discretion, as required to realize the plan as proposed. A recommendation for the allocation of 3.0 FTE positions to the Department of Computer Science to participate in the Computer Engineering program, 1.0 from the APF unconditionally and 2.0 under the enhanced EAF endowed chair "leap-frog" arrangement, will be brought forward separately as a cross-divisional initiative.

The Provost also recommends APF OTO funds for support of student English language proficiency and undergraduate teaching labs, and to continue the matching program for equipment funds raised through the undergraduate student levy. ATC funding is recommended to expand the PEY program, since the program is intended to be self-funding.

APF funding for only 3.0 of the requested 17.87 administrative positions is recommended — 2.0 for program and technical support for the expanded Computer Engineering program, and 1.0 to convert previously allocated OTO funding in the high school liaison office to base.

Finally, requests relating to information technology and space are deferred, as in the case of other divisions. An important caveat, however, relates to the Computer Engineering program. It is of the essence that an economic space program be developed if the program expansion is to proceed.

The Faculty has presented a good enrolment plan, which would return the undergraduate first year intake target to 740, and stabilize graduate enrolment at about 1200. The feasibility of this plan is a result of the expansion of the Computer Engineering program, once decreases in other areas are taken into account. About half of the planned additional intake of 80 students in Computer Engineering represents a transfer of places from programs in less demand. The increase in academic complement in computer engineering will allow for stabilization of enrolment across the Faculty at the graduate level, even given the depressing effect of cutbacks in sources of research funding. The transfer of funds allocated in support of this plan will be contingent on meeting these enrolment targets — both graduate and undergraduate.

This ambitious plan proposes to accomplish a significant restructuring and re-positioning of the Faculty in the national and international context. It situates the Faculty well to work in partnership with other divisions of the University and with benefactors to realize these ambitions. The commitment to the plan's objectives that has already been shown within the Faculty and among its associates within and outside the University bodes well for its success.

FACULTY OF ARTS AND SCIENCE

The essence of the plan for the Faculty of Arts and Science is captured in its title, *Strengthening the Core*. It is a plan for consolidating and enhancing the strengths of the Faculty while bringing about an overall reduction in its academic complement. It deploys resources in such a way as both to reinforce disciplinary strengths and also to create increased interdisciplinary linkages.

Two factors bear heavily on planning within the Faculty.

The first is its sheer size and diversity. The base operating budget of the Faculty, at approximately \$110 million (1994/95), comprises the largest single divisional component of the operating budget within the Provost's portfolio. The Faculty, moreover, embraces 30 departments including humanities, social sciences, and physical and life sciences. This size and diversity provide considerable scope for redeployment of resources within the Faculty. But they also constrain the extent to which allocations to the Faculty can diverge from its *pro rata* "share." Allocations to the Faculty significantly above this share would require quite drastic restrictions, in percentage terms, and allocations to one or more other divisions.

Second, given the demographics of the professoriate, planning in the Faculty must take account of the pattern of retirements. A large number of retirements (about 130 not specifically bridged, or about 17 percent of the Faculty's total academic complement) will occur over the planning period. The pattern of these retirements, moreover, is very uneven across departments. On the basis of these retirements, the number of FTE faculty in the humanities would decline by about 22 percent, in the social sciences by about 14 percent, and in the physical and life sciences by about 11 percent.

These retirements provide the primary means through which the Faculty can take its prescribed budget cut. Of the 130 retirements which are not specifically bridged, 106 are being given to meet budget cuts. (The remaining 24 positions are not available to be given up, having been "bridged" on a global basis to allow for advance hiring during the period of the previous plan.) In addition, the Faculty will meet its budget cut through the non-replacement of some administrative staff upon resignation or retirement. Efficiencies are being sought through consolidation of service and collaboration across departments. It should be noted, however, that the Faculty is the leanest of all academic divisions in terms of its administrative staff: academic staff ratio.

Taking into account factors of student demand and disciplinary and interdisciplinary evolution, the Faculty's plan shows considerable selectivity in determining the extent to which the loss of academic complement should be made up. The Faculty proposes replacing about 46 percent of the retirement losses in the humanities, about 78 percent in the social sciences and about 85 percent in the physical and life sciences. At the end of the planning period, then, the net reduction in academic complement will be about 12 percent in the humanities, three percent in the social sciences and two percent in the physical and life sciences.

The Faculty's plan as submitted to the Provost proposed making 86.68 FTE tenure-stream appointments over the planning period, of which 80 FTE positions were requested from the APF. These positions fall into two overlapping categories: those which enable continuing excellence of instruction and research within selected disciplinary fields in the undergraduate and/or graduate program, and those which allow for the forging of new directions within and across disciplines, particularly in a number of "thematic areas," as identified below. About 60 FTE of the proposed positions fall into the first category (enabling continuing excellence), and about 43 FTE fall into the second category (allowing for the development of new directions). About 20 positions form an intersecting set that contributes to both purposes.

The Faculty's plan thus balances the objective of maintaining a broad liberal arts curriculum that reflects established areas of strength for the University with the objective of fostering innovative developments within and across disciplines. With regard to the latter objective, the Faculty has identified a number of thematic areas which, in keeping with White Paper principles, recognize and reinforce synergy across areas of existing strength. They are as follows: aboriginal studies, archaeology, developmental biology, environment, international studies, materials (with APSE), mathematical sciences (with APSE), clinical psychology (with Medicine), world literature in translation, and race, gender and cultural diversity (with Law and Social Work).

The Faculty has carefully examined its programs and departmental structures with an eye to improving the viability of small programs and units. Accordingly, the Faculty proposes to merge the Departments of Near Eastern Studies and Middle East and Islamic Studies, in order to build upon the inter-relationships of these two areas of study. Among some of the other departments, the sharing of financial

officers and the development of joint courses and joint programs have been adopted in order to create greater economies of scale.

In his response, the Provost approved the Faculty's entire request for 80 positions—62 positions to be allocated from the APF and 18 to take the form of endowed chairs under the EAF enhanced matching scheme. The determination as to which particular positions should be of which type was left to the Dean, with the exception of positions with cross-divisional implications. None of the 62 positions were made contingent upon the raising of endowment funds; rather the intent is to provide an unconditional "up-front" commitment from the University, on the basis of which the Faculty can pursue private funding opportunities. This strategy is consistent with the fact that the Faculty's plan is not one of substantial growth, but is rather one of consolidation, redeployment and strategic re-investment.

In modifying the plan in the light of the Provost's response, the Faculty proposes to commit its own funds to increase the number of positions allocated from base operating funds alone to 75.5. It will do so by providing OTO bridging funds to allow for advance hiring in this planning period, bridged on a global basis to 13.5 retirements in the post-2000 period. Moreover, in addition to these positions, the Faculty also proposes to follow an internal "leap-frog" strategy in seeking endowed chairs. For every chair funded under the Provost's enhanced EAF matching scheme, the Dean will also provide the relevant department with an additional position, funded by bridging to the post-2000 period. In a number of cases, it is expected that an approved plan position will be combined with the position acquired under the EAF matching scheme to allow for an appointment to be made at a senior level. This strategy takes advantage of the large number of retirements that will occur in the first few years of the next century, and allows the Faculty to grow in certain areas in advance of the renewal opportunities that will be afforded by those post-2000 retirements. At the same time, the Faculty is using the opportunities afforded by the EAF matching program to protect and enhance academic programs, in particular the graduate program, by bringing in senior scholars of international stature.

Not surprisingly, given the retirement pattern in the Faculty, most of the Faculty's APF requests were for academic positions as discussed above. The plan also, however, makes substantial requests in several other areas, notably instructional technology, reflecting the Faculty's on-going commitment to instructional development, and information technology. The response to the requests in these two areas is being deferred, as in the case of all other divisions, pending a comprehensive review.

It should be noted that in the case of the Faculty of Arts and Science, and only in this case, the Provost made a deliberate decision to make allocations to the Faculty (both from the APF and the EAF matching scheme) on the basis of its *pro rata* "share." As noted above, the sheer size of the Faculty's budget as a proportion of the University's operating budget constrains the extent to which the Faculty can be allocated much more than its "share." Furthermore, its scope and diversity allows for the exercise of considerable selectivity within the Faculty. The Faculty has produced a solid plan consistent with White Paper principles and has strong academic leadership under which to carry it out; and on those bases a *pro rata* allocation to the Faculty can be expected to advance the Faculty and the University as a whole.

As in the case of other divisions, a number of issues remain to be addressed as the plan is implemented. In particular, the Provost will wish to review and monitor the Faculty's enrolment targets, especially as graduate enrolment targets are established for each division. The Provost, the Dean and the Principals of Scarborough and Erindale College will also wish to collaborate closely as the plans for these divisions are implemented, to ensure that appointments are made and resources allocated in a way that realizes opportunities for mutual gain.

COLLEGES: UNIVERSITY, NEW, INNIS; ST. MICHAEL'S, TRINITY, VICTORIA

As noted in the Provost's *White Paper*, "The College system, with roots extending back before the birth of the University of Toronto, is one of the University's most distinctive features. Each of the colleges on the St. George campus ... provides the basis for a unique community of scholarship and social life within the broad range and diversity of the University's offerings. In this sense, the Colleges ... allow

the University to offer 'the best of both worlds'—human-scale community together with breadth of scholarly and social opportunity. We need to do more to realize the potential of this distinctive feature of the University of Toronto." The *White Paper* established as an objective that the role of the Colleges as a distinctive element in undergraduate student life at the University of Toronto should be enhanced.

The plans of University, Innis and New Colleges, and of the federated universities—St. Michael's, Trinity and Victoria— are consistent with this objective. (The plan for Woodsworth College, with its particular mission related to part-time students, is being brought forward separately.) A good planning process was followed in each of the colleges, in the course of which a number of important initiatives have been identified and pursued. University College, for example, has recently been successful in raising private funds for an enhanced EAF matched endowed chair, to be held jointly with Arts and Science, in Peace and Conflict Studies. Trinity and Victoria Colleges have developed plans for major enhancements of their libraries. All of the colleges are re-focusing and enhancing in various ways their para-academic services to students.

The ability of the Provost to engage with the colleges in their planning process has, however, been constrained by two characteristics of the college system at the University of Toronto: the relationship of the colleges to the Faculty of Arts and Science in the offering of academic programs, and the particular relationship of the federated universities to the University of Toronto.

The Role of the Colleges in Academic Programming:

For the purpose of offering academic programs, the colleges function as integral parts of the Faculty of Arts and Science. They organize a select number of interdisciplinary programs, drawing together courses offered by Arts and Science departments with, in most cases, a small number of specifically designed integrative college courses. In a very few cases, colleges offer programs made up entirely of college courses and funded from the college operating budget. In all cases, however, college courses and programs are approved through the Faculty of Arts and Science. Accordingly, with very few exceptions, the components of the plans relating to academic programs were submitted to the Dean of the Faculty of Arts and Science and were dealt with through the Arts and Science planning process and addressed in the Arts and Science plan.

The Position of the Federated Universities:

At the outset, it is important to note the distinctive budgetary relationships of the federated universities to the University of Toronto. The operating budgets of each of the federated universities is derived in part through the University of Toronto in the form of a block grant transfer, and in part from their own sources. The block grant is calculated on the basis of a complex algorithm reflecting the allocation of the University of Toronto budget to various categories of expenditure. (This contrasts with the situation of University, Innis and New Colleges, whose university-derived budgets are allocated directly by the Provost and the Dean of Arts and Science.) Accordingly, the operating budgets of the federated universities are not directly subject to the regime of budget cuts and APF and ATF allocations that covers all other academic divisions in the University. Rather, their operating budgets will be affected indirectly as a result of changes in various categories of expenditure as a result of the planning exercise.

Despite the difference in their budgetary relationship to the University, the federated universities have participated fully in the *White Paper* planning exercise, and have developed plans informed by *White Paper* principles. In the process, they have identified particular areas of need, particularly in the areas of information technology and writing support, for which they are seeking central assistance.

These two characteristics of the college system complicate and place limits on both the potential for a comprehensive and collaborative approach to planning, and the ability of the Provost to provide financial support for college initiatives. There are, however, other vehicles through which some objectives that have emerged in the planning process can be pursued.

In the first place, it should also be noted that the Memorandum of Agreement that governs the relationship of the federated universities to the University of Toronto is to be

re-negotiated during the coming academic year. This will provide a major opportunity to reexamine the relationship with the aim of maximizing the benefit to students, and realizing the potential of the college system to offer the "best of both worlds."

Second, the forthcoming University of Toronto capital campaign will provide a very important mechanism for securing resources for strengthening the college system. The Provost has been meeting with the leadership of each of the colleges, including the executive heads of the federated universities, to discuss their development priorities. The campaign will be another major opportunity for the leadership of the colleges and the University to work together for the achievement of shared objectives.

Third, University, Innis and New Colleges have expressed strong interest in assuming the management of their respective residences. With the encouragement of the Provost, the Principals of the three Colleges are currently holding discussions with Facilities and Services with a view to assuming the management of their residences as soon as feasible. The transfer of authority for these residences is likely to proceed at different rates, depending on the degree of preparedness and the administrative capacity of each college. When it is accomplished, however, it will provide for better integration between residence-related and other college services, and allow for a closer realization of the potential of the colleges to be foci of community life for students.

College Priorities

The plans of the colleges relate essentially to three dimensions—academic programs, para-academic services (including registrarial and other student services), and infrastructure (including space). All place high priority upon "para-academic" services—that is, services that support the learning experience and enhance learning skills—and in particular on enhancing their writing and/or math/science labs. The improvement of library facilities is also an area of high priority for each of the colleges.

Several colleges have indicated their intention to increase their activities of outreach to non-residence students and to students in professional faculties. The University College plan, for example, indicates several mechanisms for the increased involvement of non-residence students in college life. Innis and New Colleges, which provide residence space for professional students, have also indicated their intention to ensure that this group of students benefits fully from the college community.

Relatively few requests relating to academic programs were submitted by the colleges directly to the Provost, given the relationship to Arts and Science outlined above. University College requested interim secretarial support for its Peace and Conflict program, pending the success of private fund-raising to provide infrastructure support for this program, for which the College has recently obtained private funding for an enhanced EAF endowed chair, jointly held with Arts and Science. Similarly, St. Michael's College has requested interim funding for the Celtic Studies program, to allow for a contract-limited term appointment (CLTA) while funds for an endowed Chair are being sought. (Unfortunately, given the constraints of the Memorandum, the federated universities are not eligible to participate in the EAF matching program.) Trinity College is seeking funding for three years to support the offering of two 199Y seminars, and New College requests OTO funding for curriculum development in Swahili.

As the University prepares to make major strides in the area of information technology, it is not surprising that information technology also figures prominently in college plans. Each of the plans in this area is premised upon ensuring connectivity to UTORnet. The reconfiguration of space is also a matter of high priority—particularly in the case of the federated colleges, given the large number of retirements of college-based faculty that have occurred recently and will continue to occur over the planning period. Space issues figure prominently among the matters to be addressed in the re-negotiation of the Memorandum.

Finally, all colleges place a high priority on increasing funds available for undergraduate student scholarships. This will be a key priority of the forthcoming University of Toronto capital campaign.

The Provost's Response

The Provost is pleased to note the consistency of all college plans with *White Paper* objectives. Recommended allocations from the APF and ATF are only one of the vehicles for response to these plans: as noted above, these plans will inform both the discussion around the transfer of authority over residences, the re-negotiation of the Memorandum of Agreement, and the University's capital campaign.

Since the bulk of the colleges' APF and ATF requests had to do with information technology, library facilities and space, they are being deferred at this time as in the case of all other divisions. APF base funding for writing and/or math/stats labs is recommended for University, Innis and New Colleges. In the case of St. Michael's, Trinity and Victoria Colleges, such funding is recommended on a transitional basis from the ATF, pending the identification of a secure base of funding to allow for the enhancement of their writing labs.

Requests for support for academic programs have, with two exceptions, not been approved, and the submitters have been advised to seek this funding from the Faculty of Arts and Science. The two exceptions relate to areas in which colleges are seeking transitional funding while private funds are being sought for programs which have received Arts and Science approval—namely, Celtic Studies at St. Michael's College and Peace and Conflict Studies at University College.

While supportive of the directions of the colleges' plans, the Provost also wishes to signal his concern about the precarious financial position of at least one of the colleges—St. Michael's. The College has ambitious fund-raising plans to alleviate the financial problems resulting from the need to replace retiring Basilian faculty members in its theology program with salaried faculty, as well as the decline in the value of real estate holdings from which it had planned to gain some financial relief. New College has expressed strong concerns about its own financial situation. These respective problems will need to be addressed in the coming year—St. Michael's in the context of the re-negotiation of the Memorandum of Agreement, and New College in the context of the review of the College which will occur in the fall of 1995, prior to the end of the term of the Principal.

In summary, the University lacks an appropriate framework for comprehensive and collaborative planning for the colleges. This is an issue that should be addressed over the longer term, beginning with the re-negotiation of the Memorandum of Agreement with the federated universities. In the meantime, and within the constraints of the current context, the Provost is pleased to endorse the directions of the colleges' plans and to recommend funding accordingly.

FACULTY OF DENTISTRY

The Faculty of Dentistry has developed a strong academic plan, which makes excellent use of the Faculty's resources. Indeed, the plan can be accomplished to a certain extent within the Faculty's existing and proposed resources. It focuses on building upon the distinctive role of the Faculty among dental schools in Canada through an increased emphasis on internationally significant scholarship, the integration of scholarship and teaching, restructuring of the graduate and postgraduate programs, and enhanced linkages with the profession particularly through continuing education.

The Faculty is relatively well-endowed among the academic divisions of the University, with an operating budget derived from University sources of \$14.4 million to deliver an undergraduate program graduating about 64 students per year, ten postgraduate programs producing about 20 specialists per year, and MSc and PhD programs with enrolments of 40-50. This budget reflects the unique role of the Faculty in operating a large clinical facility, and the nature of instruction which relies heavily on a small-group or individual focus in clinical settings. The Faculty derives income of about \$2.5 million from its clinical activities, in particular, and from other sources, to bring its total operating budget to about \$16.9 million.

While recognizing the continuing key role of clinical instruction in the offering of its academic programs, the Faculty's plan places central importance on the enhancement of scholarly activity (including creative professional activity)

among its faculty, on increasing the proportion of collaborative research within the Faculty and with other divisions, and on improving the linkage between teaching and research. These objectives will be foremost considerations as retiring faculty are replaced, and will underlie a number of initiatives directed at faculty development and at instructional and curricular development. Notably, at the graduate level the Faculty proposes greater integration of its post-graduate and graduate programs. Under these proposals, postgraduate clinical specialty education would be combined with graduate education in either an M.Sc./Ph.D. or (possibly) a professional masters stream. As these proposals are further developed, they will be brought forward to governance for approval.

The Faculty also plans to place increased emphasis upon its continuing education activities as part of a continuum of evidence-based dental education. Throughout the health care professions, increasing importance is being placed upon ensuring that health-care practitioners continually renew their knowledge, based on constantly developing evidence, and bring that knowledge to bear in their practices. This emphasis is reflected in recently-adopted mandatory continuing education requirements in dentistry and other health professions in Ontario. The Faculty intends to be an international leader in ensuring that undergraduates are prepared for such "life-long learning" and in providing evidence-based continuing education on an on-going basis to practitioners.

The Faculty's plan entails increased linkages with the community in greater Toronto, Ontario and other parts of Canada, through the continuation of clinical services in the central clinic and in outreach clinics and through other initiatives. As well as providing service to communities, these activities also provide research and educational opportunities for faculty and students. In particular, the Faculty proposes to participate in the development of Health Intelligence Units for the assessment of health care needs in given communities, and to develop "clinical centres of excellence" to provide superior care in areas of faculty strength. These centres of excellence will serve educational purposes at all levels of instruction, including continuing education; and like the continuing education program they will be a source of revenue to the Faculty.

Finally, the Faculty proposes to change its organizational structure to provide a more simplified, efficient and flexible structure consistent with the implementation of its academic plan.

In pursuit of the above strategies within a climate of budget restraint, the Faculty proposes measures both to decrease its costs and to increase its revenues. Reductions in cost will come largely through the reduction of sessional staff costs, the reduction of administrative staff through attrition as consistent with re-organization, the non-replacement of retiring part-time non-tenured faculty (retaining all full-time tenure-stream positions as consistent with an emphasis on scholarly activity), and a review of clinical operations to realize increased efficiencies. Increases in income are expected to come, after a period of development, from clinical centres of excellence and continuing education programs.

The Faculty's requests to the APF centered on academic positions. Five positions were requested at \$88,000 each, reflecting the higher salaries necessary to attract dental academics. In addition, \$250,000 was requested to support faculty salaries in the MRC Group in Periodontal Physiology when MRC salary funding ends in 1999. Other requests related largely to the Continuing Education program, clinical centres of excellence and to the library and information technology.

The Provost enthusiastically endorses the directions set out in the Faculty's plan, which are fully consistent with White Paper principles. Only one caveat should be issued. In its desire to promote scholarly activity, the Faculty proposed that up to 75 percent of the time of certain faculty members should normally be reserved for research and scholarly activity and graduate student supervision. Removing faculty from teaching for such a large proportion of their time on a regular basis, however, contradicts another emphasis in the Faculty's plan (and in the White Paper) — ensuring that scholarship is brought to bear in instruction. For this reason, the reservation of large proportions of time for research should be an occasional, not a routine provision, in response to particular research requirements and opportunities. This assumption that a substantial proportion of a faculty member's time is devoted to teaching also has

implications for the number of FTE academic positions necessary to offer the Faculty's evidence-based programs.

The Provost recommends the allocation of 3 FTE academic positions to the Faculty, one at \$88,000 and two at the normal maximum rate of \$64,350. The additional two positions requested were related to the proposed clinical centres of excellence; the centres are expected to have considerable revenue-generating potential and consideration should be given to funding these positions from the revenue thus generated.

The Provost recommends that \$125,000 be allocated to the MRC Group in Periodontal Physiology to provide partial salary support for four faculty when MRC salary funding ends in 1999.

The Provost also recommends approval of the Faculty's request for transitional funds to develop the Continuing Education program. This is an important initiative for the Faculty both in educational terms and in terms of its relationships with its alumni and other members of the profession. As in the case of all programs of continuing education, the program can be offered only if it is feasible to do so on a self-funded basis; transitional funds are intended to provide a successful launch for a renewed emphasis in this area.

In summary, this is a plan that befits the Faculty's leadership role as the largest and most comprehensive dental faculty in Canada, and one that will keep the Faculty at the forefront of dental education and scholarly activity in the evolving context of the health sciences.

ERINDALE COLLEGE

The academic plan for Erindale College seeks to re-affirm and further develop a distinctive place for the College within the University of Toronto by building upon the strengths of its faculty, its location and the interests of its students, by addressing some long-standing problems, and by proposing a select number of innovative ventures. It represents a landmark in the history of the College.

Like the plan of the Faculty of Arts and Science on the St. George campus, the Erindale plan is directed at allowing the College both to continue to offer a curriculum that spans a broad range of arts and science disciplines with a focus on key areas of strength and also to continue to develop interdisciplinary initiatives. That being said, Erindale's plan differs from that of Arts and Science in significant respects. Given its smaller size (its relevant base budget is less than one-third of that of the Faculty of Arts and Science), Erindale cannot mirror the range of offerings on the St. George campus; and its plan, particularly with regard to the humanities, reflects a concentration on key areas central to an arts and science curriculum. On the other hand, Erindale's divisional structure has fostered and continues to foster a greater emphasis on interdisciplinary initiatives.

Erindale College was established in 1967; and the demographics of its faculty mean that relatively few retirements will occur over this planning period. The College, moreover, believes that virtually all efficiencies in the deployment of administrative staff have been realized. (In this respect it should be kept in mind that the College is responsible for its own physical plant.) Accordingly, the College will take its budget cut largely by non-replacement of retiring faculty, by bridging to some retirements beyond the planning period, and by reducing stipendiary teaching.

In its submission to the Provost, Erindale requested the allocation of about 24 FTE academic positions: 2.67 in the humanities; 5.35 in the sciences, and 15.75 in the social sciences. (The relatively large number of positions requested in the social sciences addresses the problem of the heavy reliance on stipendiary teaching in these areas. Erindale seeks essentially to convert stipendiary teaching to instruction by full-time faculty as part of regular course loads, by giving up stipends to the budget cut, and requesting FTE positions from the APF.) All of the positions requested would contribute both to disciplinary and to interdisciplinary programs. Some programs, particularly in the humanities, will be discontinued or restructured; and a number of new interdisciplinary programs will be developed.

The most innovative of the College's proposals, in terms of its role within the University of Toronto, relate to the development of Erindale-based professional master's programs.

These programs—in Biotechnology, Technology Management and Accounting—would increase graduate activity on the Erindale campus, build upon the strengths of Erindale faculty and relate to the needs of the surrounding community. These are welcome initiatives and have the Provost's enthusiastic support. The development of these programs will nonetheless require careful planning. It is particularly important that an appropriate balance be struck in the participation of Erindale faculty in undergraduate instruction, graduate instruction in St. George-based programs, and graduate instruction in Erindale-based programs.

In his response to the College's plan, the Provost recommends the allocation of 13.67 positions from the APF on a non-contingent basis: 2.67 in the humanities, 3.0 in the sciences, and 8.0 in the social sciences. Within these categories, the allocation of these positions is to be at the discretion of the Principal (with the exception of 2 positions to facilitate transfers from other campuses). In addition, the Provost recommends the allocation of three positions from the EAF matching scheme, one related to each of the proposed master's programs, and another three positions from the APF on a "leap-frog" basis contingent on success in raising funds for the EAF matched chairs, for a possible total of 19.67 FTE. This method of allocation allows for general consolidation and redeployment (warranting a base of non-contingent allocations) with targeted areas of growth (warranting a more generous but contingent allocation).

Decisions regarding a substantial proportion of the College's APF request have been deferred. Some of this deferral relates to requests relating to the library and to information technology, as in the case of other divisions. Another portion, however, relates to the development of new programs, particularly the professional master's programs. As noted above, much more development work is needed for these programs; and some OTO funding has been provided for this purpose.

As in the case of the Arts and Science and Scarborough plans, the implementation of the Erindale plan will require close cooperation between the Provost, the Dean and the two Principals to ensure that appointments are made and resources allocated in a way that realizes opportunities for mutual gain.

In terms of the re-shaping of the College which it proposes to accomplish, this is an ambitious plan. It provides the incoming Principal both with a challenge, which he has enthusiastically accepted, and with the basis upon which the College can proceed under his leadership.

FACULTY OF FORESTRY

In March of 1993 the Governing Council voted to suspend the Faculty of Forestry's professional, undergraduate program, the Bachelor of Science in Forestry, while maintaining a continuing strong presence in the field of forestry by a graduate Faculty of Forestry in the University of Toronto. The objective of the resolution was for the University and the Faculty to reallocate activities from the undergraduate program which was in low demand, in favour of research based programs, advanced professional training at the graduate level and a more broadly based role in undergraduate education. The challenge for the Faculty was to enhance its existing Ph.D. and M.Sc.F. programs; develop a proposal for a new professional Master's degree in forestry; and create new opportunities for academic staff in the Faculty of Forestry to participate in undergraduate education.

Throughout the summer and fall of 1993 a Forestry Planning Committee made up of members of the Provost's Office, the School of Graduate Studies and the Faculty took up this challenge. The Planning Committee undertook a thorough review of the Faculty's budget, complement, and the balance between proposed undergraduate and graduate academic programs and research. To gauge the demand for a new professional masters program, the Faculty undertook two distinct surveys: one with employers in both the private and public sectors and one with current undergraduate and recent graduates from the University of Toronto. The plan entitled *Towards 2001* was brought forward to the Planning and Priorities Committee for information at its meeting in May of 1994.

The plan called for the graduate Faculty of Forestry to maintain and strengthen its existing M.Sc.F. and Ph.D. programs, proposed a new Master of Forestry program, and outlined the undergraduate teaching responsibilities in other divisions to be undertaken by members of the Faculty of Forestry.

Significant emerging research strengths arising from its graduate programs include: management and restoration of degraded forest lands, development of fast-growing tree genotypes and intensive management systems for large scale biomass production; development of pest control methods and applications to improve wood conservation; and ecology and management of urban forests woodlands and greenspaces. To further strengthen research activity the Faculty will expand its linkages with other divisions through "status only" graduate cross-appointments and in particular welcomes the transfer of the Institute of Environmental Studies and related units to the Earth Sciences Centre.

The Faculty of Forestry's fully developed proposal for a professional masters program with first student enrollments scheduled for September 1996 was approved by the Academic Policy and Programs Committee of Academic Board in January 1995. The Master of Forest Conservation (MFC) will be an intensive 16 month program incorporating a completely new approach to professional forestry education. It will have two concentrations, one directed at International Forest Conservation and the other to Urban Forest Conservation. Each is designed to cater to critically important needs in forest management and to capitalize on and link with significant strengths in the University as a whole. A notable aspect of the program is its intensive focus on practical training through in-course field trips, summer internships, and residential field courses in Canada and abroad. The new program will incorporate a broader range of societal interests; attract a much wider range of academically excellent students and particularly those from cognate disciplines such as environmental sciences; and will equip students with a sound technological and environmental foundation to allow them to compete in complex and rapidly developing job markets in the next century. Students will be exposed to emerging areas of critical importance in forestry including urban and community forestry, international forestry, and forest management auditing and certification.

The Forestry Planning Committee's review was consistent with the "targeted" regime process outlined in the White Paper for units undergoing major restructuring including the possibility of program closure. The decision to suspend the undergraduate Forestry program in effect put the Faculty into a regime of "targeted" budget reductions. The budget reductions were based on the Forestry Planning Committee's detailed review and concurrent planning exercise which determined "the appropriate steady-state for the division's activities, complement and budget" and a "phased process for achieving that steady-state". The academic complement which had stood at 15.4 FTE in July of 1993 will be reduced to a steady-state of 12 FTE by the end of the plan period. The administrative staff complement (not including recovered staff) which had stood at 13.0 FTE will be reduced to the equivalent of just over 7 FTE by the end of the plan period. Base budget savings arising from the Plan are transferred each year to the Academic Priorities Fund.

If further system-wide budget cuts are levied, the new base budget established in the plan will have to be reduced by the system wide cut. However, the Provost has agreed to not recommend further differential budget cuts during the life of the plan. At the time the plan was written, it was understood that the Faculty through the Dean would be able to approach the Provost for funding from the Academic Priorities Fund and Academic Transition Fund. In particular, the Provost agreed to recommend funding to offset severance costs for administrative staff whose employment would be terminated as a result of the plan.

To take into account several retirements during the life of the plan and to maintain a steady-state complement of 12 FTE, the plan provides for the orderly recruitment of new faculty contingent upon the Faculty's realization of the following milestones: 1) the Faculty will retain its current level of M.Sc.F. and Ph.D. student enrolment in proportion to its actual annual faculty complement; 2) the Faculty will recruit and register at least 6 M.F.C. students for the first year of the Master of Forest Conservation program, at least 10 in the second year of the program and 15 in the third year; and 3) a successful review of the M.F.C. program three years after its introduction.

In February 1995, Dean Rorke Bryan submitted requests to the Academic Priorities Fund for additional support for Masters of Forest Conservation program and for a new initiative — the Urban Forests Centre. To help the Faculty

reduce its administrative complement in line with the budget plan, the Provost has agreed to recommend to the Planning and Budget Committee funding for requests related to the severance costs for administrative staff. The Provost will also recommend funding to assist the Faculty in mounting field training courses involved in the MFC program.

SCHOOL OF GRADUATE STUDIES—CENTRES AND INSTITUTES

The plan for the School of Graduate Studies is in two parts — one relating to the administrative component of the School, and the other related to graduate centres and institutes. The plan for the School's administration is currently under revision by the Provost and the Dean with the advice of a task force which they jointly chair. The plan presented here relates to centres and institutes. It seeks to protect existing centres and institutes in this planning period by assigning them, on average, a budget cut less than the 6.4 percent budget assigned to the School of Graduate Studies as a whole, and to enhance and expand the activities of certain of the centres and institutes through allocations from the Academic Priorities Fund. It also seeks to provide for the development of additional centres and collaborative programs.

The School of Graduate Studies (SGS) provides the only existing university-wide vehicle for the fostering of areas of study that span divisions. Under its aegis, interdisciplinary centres and institutes and collaborative programs have been established. This model allows for institutional flexibility in response to shifts in areas of knowledge that span established disciplines: each centre and institute functions under an explicit "sunset" requirement that it be reviewed every five years with a view to determining whether it should continue in existence. Those collaborative programs which are not administered by centres and institutes, moreover, are offered with limited administrative infrastructure.

Given this flexibility, the SGS plan exhibits a somewhat surprising degree of continuity. It foresees the continuation of all existing centres and institutes, and the possible development of new centres in areas in which there are existing programs (Women's Studies and Museum Studies). It should be noted, however, that the possible discontinuation of centres is tied to the cycle of five-year reviews; and the plan notes that two centres were merged or transferred to other units in the past three years, and two more could be discontinued, depending upon the outcomes of reviews shortly to be conducted.

The plan, moreover, does anticipate the development of new programs in three areas. Highest priority is given to the area of international studies, in which it is proposed to introduce two new master's programs — a collaborative master's (International Relations), and an LL.B./Collaborative master's (International Relations). These programs are also given high priority in the plans of the faculties of Arts and Science, Management and Law, and are consistent with the recommendations of the Provost's Committee to Review International Studies. (The area of international studies is also one that receives high priority in the development components of the plans of each of these units, and will be a significant priority in the University's forthcoming capital campaign.) The School also proposes to develop collaborative programs in Museum Studies and Cinema Studies.

Over the past decade, the School has overseen and fostered the development of a significant number of collaborative programs. Indeed, as noted in the 1993 report on *Finding the Right Enrolment Balance*, the University of Toronto accounted for half of all collaborative programs and all of the combined programs introduced by Ontario universities at the graduate level in the period between 1985/6 and 1991/2. These programs have typically been mounted with very little in the way of additional resources, and depend heavily upon the goodwill and enthusiasm of participating units. The plan requests a base budget addition to provide on-going support for collaborative programs that are not administered by centres and institutes.

It should be noted that the SGS budget has a third and very significant component, in addition to the budget for centres and institutes and the budget for the administrative component of the School — that is, the fellowship budget, which is centrally protected from assigned budget cuts. The School is exploring creative ways of allocating these funds

in a manner that rewards departments for encouraging their students to participate in external fellowship competitions. In addition, financial support for graduate students is the top priority in the School's development plan, and also figures prominently in the plans of other divisions. This too will be a significant priority in the University's capital campaign. Finally, the Provost has undertaken that net savings in the School's administrative budget achieved as a result of the revision of the administrative component of the School's plan will be largely transferred to the fellowships budget.

The Provost endorses the new program directions proposed by the School, and in particular the initiatives in international studies; and APF allocations are recommended accordingly. In a number of cases allocations have been recommended on an OTO or contingent basis, pending the outcome of reviews or other specified developments. While approving the directions in which the School is moving with interdisciplinary programs and units, the Provost is nonetheless of the view that a greater degree of creativity and selectivity might be shown in the process of creating and discontinuing programs and units. The organizational format of centres, institutes and collaborative programs, as noted, allows for a dynamic process of response to the evolution of knowledge at the intersecting frontiers of disciplines. The Provost encourages the School to take full advantage of this flexibility as its plan evolves in the future.

FACULTY OF LAW

The Faculty of Law is one of the academically strongest units within the University of Toronto. The levels of both faculty scholarship and student demand are very high. The quality of students attracted to the LL.B. program, as measured by entering grade point averages and LSAT scores, is the highest in Canada. The plan for the Faculty in this planning period is one of growth based upon these substantial strengths.

The strengths of the Faculty lie in its commitment, since the days of its visionary founding dean Cecil Wright in the 1950s, to grounding the study of law in academic scholarship, and in its rich array of linkages with cognate disciplines within the University. Its strengths make it the pre-eminent centre of legal scholarship in Canada, and position it to occupy a distinctive place within the first rank of law schools in the world.

Essential to the achievement of this goal is a permanent increase in the Faculty's academic tenure-stream complement to approximately 40 FTE. This level of complement will still leave the Faculty relatively small among the best international law schools. The Faculty's distinctiveness is not to be based on size, however, but on its scholarly strengths, including relations with cognate disciplines. A complement of 40 is necessary to consolidate these strengths across the full scope of the professional program.

Through a series of complex bridging arrangements, the Faculty has been able on an interim basis to increase its complement to about 38 FTE in the past few years. After the expiry of these bridges and after positions are given up to meet the budget cut, however, the Faculty's complement at the end of this planning period would shrink to just over 31 FTE.

An expansion from 31 to 40 FTE cannot be accomplished through APF allocations alone, and must be accomplished in partnership with private donors. The Provost thus proposes to allocate 2.66 FTE positions to the Faculty from the APF unconditionally, and to allocate a further 7 FTE positions conditional on the Faculty's success in raising private funds. Six of these positions will be allocated on a "leap-frog" basis (that is, for each \$1 million raised for an EAF-matched endowed chair, the Faculty will gain two entry-level positions; one position being the result of the enhancement scheme currently in place and the other position as an added incentive to the Faculty and its potential donors). The seventh will be allocated through the normal enhanced EAF matching scheme.

Also central to the Faculty's plan is the raising of funds for the Cecil Wright Foundation, which would become the umbrella fund for contributions to the Faculty by alumni and other donors, and would support research and research-related activities. A third major component of the plan is the maintenance and enhancement of the Bora Laskin Law Library, which provides a major resource to the Faculty, the University and the broader legal community.

The Provost's response to the library component of the plan has been deferred as have library request in all plans, pending a comprehensive review of planning for library facilities across the University.

The Faculty plans to continue to develop linkages and partnerships within and outside the University. Within the University, the Faculty plans to continue to develop collaborative and combined programs, in addition to those that are currently in existence. There are plans, for example, for a combined LL.B./collaborative master's program in International Relations. Beyond the University of Toronto, the Faculty plans to develop its international linkages with universities in South Africa, Israel, Italy, Eastern Europe, Japan, China and Southeast Asia, the European Community, and Latin America and the Caribbean.

There are no plans for changes in enrolment at the undergraduate level. The complement expansion envisioned, however, should allow the Faculty to expand its graduate enrolment. The Faculty has for some years operated with a "blended" enrolment target which allows for shifts between graduate and undergraduate enrolment within that target. In recent years the target has not been met. The establishment and monitoring of this target will be an important part of the implementation of the Faculty's plan.

This is an ambitious plan that will require strong leadership from the new dean and wholehearted participation by the Faculty as a whole. There is every reason for confidence that the Faculty, with its significant strengths, is capable of meeting this challenge.

FACULTY OF MANAGEMENT

The Faculty of Management is on a strong trajectory of growth. The current plan proposes to make a major advance along this trajectory, perhaps the greatest relative advance of any division of the University of Toronto. The Faculty is well positioned to make this advance, albeit in the face of an intensely competitive environment for both faculty and students. The next few years will be critical to the realization of the Faculty's ambitions.

A number of factors position the Faculty to make this major advance. Its situation in Toronto places it at one node in a global network of cities. Within the University of Toronto, it can draw upon the diverse resources of a major research university. These advantages are shared by at most only two other business schools in Canada, and perhaps half a dozen of the major US business schools. The Faculty is unique among Canadian business schools, moreover, in its marriage of teaching and research strengths. A few schools excel at one or the other; but arguably none have achieved the linkage that exists at the University of Toronto, as evidenced by the research honours achieved by UofT faculty, and the success of the Faculty in "head-to-head" competition with the excellent teaching programs of the University of Western Ontario in the executive arena. The Faculty attracts strong students, as measured, for example, by the GMAT scores of students entering the full-time MBA program, which compare with those in the top 20 US business schools, and strong faculty (although turnover has been a problem in the competitive environment of the past decade.) Finally, the Faculty's new facility, the Rotman Centre, the result of a significant private gift and governmental support, provides the Faculty with the physical resources and the public presence commensurate with its planned development.

The Faculty has developed and continues to develop an impressive array of linkages with other academic divisions of the University. The B.Com. program is administered jointly with the Faculty of Arts and Science. The Faculty participates in a joint MBA/LL.B. program which is in high demand; and it is discussing with the Faculty of Applied Science and Engineering the possible mounting of a joint B.A.Sc./MBA. The Faculty is a partner in the proposed collaborative master's program in International Relations, and is exploring the potential for incorporating a minor in international studies into the B.Com. program. It has established jointly with the Faculty of Law a research program in corporate governance and an international centre for tax studies in collaboration with colleagues in the Department of Economics.

At the core of the Faculty's plan is a substantial increase in academic complement. The Faculty makes a convincing case that, in order for it to rank among the top North American schools and continue to offer a broad range of programs both undergraduate and graduate, the critical mass

of faculty required is significantly above its current complement. The Faculty must give up 3.81 FTE positions upon retirement in order to meet its assigned budget cut. It is requesting an addition of 20 FTE positions. This increase will enable the Faculty to make a number of key changes: to reduce the heavy reliance of the Faculty upon stipendiary teaching, especially in the B.Com. program; to bring faculty teaching loads more in line with those of major American competitors; and to add an additional section to the full-time MBA program and two new streams to the Ph.D. program. The Faculty requests that positions be allocated at salary levels necessary to compete in the North American market, and to allow for recruitment at senior, intermediate and junior levels.

A related component of the Faculty's plan is the transfer of the MBA(Acc) program to Erindale College. This transfer represents an important re-focusing for the Faculty, and allows for the deployment of tenured faculty in accounting to replace stipendiary teaching in the B.Com. program. The problem of over-reliance on stipendiary teaching would have had to be addressed whether or not the MBA(Acc) program was transferred; and the transfer provides a way of addressing it. It does, however, remove a significant source of income for the Faculty, income that had gone to the support of tenured faculty. The Faculty requests an APF allocation to cover the salaries of 4.7 FTE faculty re-deployed from the MBA(Acc), net of the stipendiary savings as a result of this re-deployment.

The other major components of the Faculty's plan relate to fellowship and other support for students, recruitment activities, administrative support, and library and computing facilities.

In responding to the Faculty's plan, the Provost has focused on its core requests for academic complement. He proposes to provide 3 FTE positions from the APF unconditionally, 7 FTE positions under the enhanced EAF matching scheme, and 4 FTE positions under the "leap-frog" matching arrangement as endowed chairs are raised. Together with the \$2 million endowed chair in Marketing currently in development, this proposal could result in an additional 15 positions for the Faculty. Alternatively, the Faculty may wish to combine certain of these positions in order to make appointments at a senior level. These allocations are contingent upon the Faculty's raising the proportion of courses taught by full-time faculty from the present unhealthy level of 60 percent to 80 percent, and upon its meeting enrollment targets: an additional 60 full-time MBA students, and, on a phased-in basis, an additional 20-25 Ph.D. students.

In order to allow for the re-deployment of faculty currently teaching in the MBA(Acc) program (and supported by its revenues) to reduce stipendiary teaching in the B.Com., the Provost recommends an APF allocation to the Faculty's base budget of funds as required to support 4.7 current academic FTE, net of the savings in stipends from this redeployment. This allocation is made contingent on the Faculty's ensuring that this redeployment results in a reduction in the level of stipendiary teaching of at least 24 half course equivalents (HCE). The Provost is also recommending transitional funding for the transfer of the MBA(Acc) program, given that the second year of the program will need to be offered on the St. George campus in the year after admissions have ceased.

Most of the Faculty's requests for computing and library resources have been deferred, as in the case of other divisions. Certain urgent needs for information technology as a result of the move of the Faculty into its new quarters have been addressed, however. As in the case of other divisions, the Faculty's requests for student support will be addressed in the context of the University's development campaign, in which this will be a high priority.

This is a very ambitious plan, highly dependent upon establishing partnerships with private donors. These ambitions are nonetheless realizable, given the impetus the Faculty has received from its new physical facility, its energetic leadership, and its strong support from the centre. It will result in a major re-positioning of the Faculty in the international context.

FACULTY OF MEDICINE

The Faculty of Medicine is arguably the most complex, organizationally and budgetarily, of any of the academic divisions of the University of Toronto. Of the Faculty's operating budget of about \$115 million (1993-94), just about half (\$57 million) is derived from the University's

operating budget. The rest derives from a number of sources, predominantly the Ministry of Health through various programs of salary support, OHIP funding and other operating grants. Each of these other sources, as well as University funding, have been subject to budgetary restraint in recent years. In addition to its operating budget, the Faculty's restricted funds (largely in support of research) amounted to over \$50 million in endowment and over \$60 million in expendable funds in 1993/94. The Faculty, indeed, ranks among the largest in North America (within the top five in 1992/93) in terms of the amount of direct research funding that it attracts. Organizationally, the Faculty's operations are complicated by the network of agreements with teaching hospitals and other affiliated health care institutions that are integral partners in the Faculty's programs. Planning within such complex budgetary and organizational arrangements presents particular challenges and opportunities.

The plan for the Faculty responds admirably to these challenges and opportunities. It shows considerable selectivity, in accordance with strategic directions for the Faculty, in determining how the assigned budget cut to the University-derived portion of its operating budget is to be taken, and proposes APF allocations and development projects to pursue those directions. Essentially, the plan seeks to position the Faculty in distinctive ways within a context of rapid change in the health science and health care.

The Faculty had undertaken a number of important initiatives even before the current White Paper planning process was launched. Prominent among these initiatives were a reduction in undergraduate medical enrolment negotiated with the provincial government, the revision of the undergraduate medical curriculum to emphasize problem-based learning, an increased emphasis on the integral relation between the hospital-based and the campus-based elements of the Faculty's activities (notably through the establishment of Academies to provide academic homes for undergraduate medical students throughout their programs), and a Faculty-wide strategic planning process to identify strategic directions for the Faculty. The White Paper planning process in the Faculty has built upon these initiatives.

The Faculty's White Paper plan assigns the cut to the University-derived portion of its operating budget selectively, in accordance with five essential considerations: an emphasis on academic over administrative activities; a recognition of the demand for professional degree students in certain programs, namely Speech Pathology, Physical and Occupational Therapy and the MHS in Community Health; the desire to enhance graduate education; the reduction in undergraduate medical enrolment and the concomitant emphasis on small-group, problem-based learning; and the changing external environment including shifts in public policy to emphasize disease prevention and organizational restructuring. In addition the Faculty identified five key areas of research emphasis: genetic and environmental determinants of disease; immunotherapeutics; functional imaging; brain and behaviour; and integration of research in health care and community.

Certain units — the Community Health sector, Physical Therapy, Radiation Oncology and the Banting and Best Diabetes Centre — were accordingly spared budget reductions. The largest percentage reduction was assigned to the Clinical Science sector (12.4%), followed by the Dean/Service sector (11.8%). The Basic Science sector was assigned a cut of 7.5% and the Community Health sector a modest increase of 0.8%. The cuts will be taken largely through the non-replacement of academic and administrative positions, increased salary recoveries in the clinical sector, and organizational restructuring. APF allocations are recommended consistent with the priorities described above: they relate to multi-professional education in the Academies (including the extension of the Academy concept to embrace other health professions), programs in Speech Pathology and Physical Therapy, replacement of positions in the basic sciences, upgrading of teaching laboratories, research priorities in molecular medicine and health services research, and departmental restructuring.

A number of cross-divisional initiatives related to the Faculty's plan should be also noted. In addition to multi-professional education in the Academies, these include the Collaborative Program in Developmental Biology, which also figures in the Arts and Science plan, and the Centre for Bioethics, which will be presented separately as a cross-divisional initiative.

In support of these various initiatives, the Provost is recommending at this time an allocation of \$1,977,650 from the APF in base funding and \$650,000 in OTO funding for the Faculty. The base funds are in support of 26.4 academic positions and 4.0 administrative positions; the OTO funds relate largely to equipment. Building upon this base, the Faculty has proposed an ambitious development plan, including the raising of funds for at least 15 endowed chairs. The substantial fund-raising capacity of the Faculty provides reason for confidence that these goals can be met, and that the University in partnership with private donors can enable the Faculty to realize its ambitions within the dynamically evolving environment of the health sciences.

As in the case of other divisions, the Provost will continue to monitor enrolment with the Dean. Since enrolment in the undergraduate medical program is likely to remain constant over the planning period, this monitoring will focus upon the other programs of the Faculty, and in particular on its graduate programs.

FACULTY OF SOCIAL WORK

The academic plan for the Faculty of Social Work reinforces the process of renewal of the Faculty that began with appointment of the previous Dean, Heather Munroe-Blum — in particular a strong emphasis on research and scholarship, the fostering of linkages with other divisions of the University, and the pursuit of initiatives related to ethnic and racial diversity.

The Faculty's plan is focused on ensuring that the gains in complement made in the previous planning period are not eroded in this one. In order to meet the assigned budget cut, 3.0 FTE academic positions will be given up through attrition; and another currently vacant position appointed at a senior level will be reduced to a more junior level. Requests to the APF hence relate largely to academic positions.

In keeping with the pursuit of a more research-intensive focus by the Faculty, the plan envisages an expansion of the doctoral program and a corresponding reduction in MSW enrolment. It also places great emphasis upon the importance of maintaining the Research Office and the Centre for Applied Social Research, with mandates to foster and support research opportunities for faculty and students. In keeping with White Paper principles, the Faculty has also sought to enhance the linkage between teaching and research through curricular innovations and various mechanisms of faculty development, and by reducing the proportion of stipendiary teaching.

The Faculty has undertaken a number of initiatives relating to anti-racism, multi-culturalism and native issues in recent years, and proposes to extend its activities in the current planning period. Among its proposed initiatives, it is participating in a joint proposal with the Faculty of Arts and Science and the Faculty of Law for two positions in Race, Culture, Aboriginal Issues and Gender.

Finally, the Faculty looks forward enthusiastically to the improved and expanded space in which it will be housed once the renovations to 246 Bloor West are completed as part of the Management-Social Work capital project. Several of its requests relate to the infrastructural implications of this renovation.

The Provost is pleased to confirm the directions that are reinforced and extended in the Faculty's plan. His response takes into account the fact that the Faculty has a new dean as of July 1, who brings to the Faculty not only energetic leadership and commitment to the objectives established under Dean Munroe-Blum and Acting Dean Marion Bogo, but also scholarly expertise in an area of substantive importance in the Faculty's plan — Community Practice. In response to the Faculty's requests for academic complement, the Provost is recommending approval of 2.66 FTE positions — .66 from the APF on a non-contingent basis for the joint positions in Race, Culture, Aboriginal Issues and Gender, and 2.0 under the "leap-frog" arrangement contingent on success in raising funds for an EAF-matched endowed chair. The Faculty proposes that these two positions be in the area of Child and Family. In addition, the Faculty's development plan places high priority on the raising of funds for an endowed Joint Chair in Gerontological Social Work with the Baycrest Centre, to allow for the recruitment of a senior scholar.

The Research Office has been supported by the Provost's Office on an OTO basis for a number of years, on the under-

standing that this worthy initiative should become self-supporting from research funds generated. One more year of OTO funding is recommended to allow time for the new Dean, who shares the Faculty's strong commitment to this undertaking, to establish the Office on a self- or privately-funded basis. One-time-only funding is also recommended for a number of other initiatives, including those relating to racial and ethno-cultural diversity and student recruitment. It should also be noted that initiatives relating to diversity and student recruitment are priorities within the Faculty's development plan.

With expanded space and a continued complement, the Faculty has a solid basis in this plan on which it can keep on course toward realizing its potential as a leading centre of teaching and research in social work practice and social welfare.

TRANSITIONAL YEAR PROGRAM

The Transitional Year Program (TYP) is an important vehicle of access and transition to the University of Toronto for disadvantaged students, and one which was highlighted in the Provost's *White Paper*. The significant role of TYP has recently been recognized and supported through a major gift from a private donor. The TYP plan proposes both a consolidation and an extension of its activities.

In recognition of the unique contribution of the program, and in keeping with the spirit of the recent benefaction, the Provost recommends that an allocation be made from the APF to replace the funds which TYP must give to meet its assigned budget cut. In addition, the Provost recommends that TYP be given dispensation from the base budget reduction remaining from the previous long-range budget plan. The allocation of the funds thus provided should be at the discretion of the Director, and may well involve much of the re-allocation proposed in the Program's plan.

The Program will be reviewed in 1995-96, as is normal prior to the end of the Director's term. Decisions about some elements of the plan have been deferred pending the completion of that review and the appointment of the next Director.

WOODSWORTH COLLEGE

The core of the mission of Woodsworth College lies in its service to part-time undergraduate students. It is the academic home for the preponderance of part-time students at the University of Toronto. There are approximately 6,000 part-time and 700 full-time Winter Session students, for a total FTE of 2,400 (excluding 120 students taking the Teaching in Higher Education course). The College provides registrarial, counselling and other para-academic services, organizing courses at times suitable to the schedules of students with family and career responsibilities, and mounting degree, diploma and certificate programs with a professional orientation. In the Winter Session, approximately 4700 Woodsworth students (12,000 FCE) are enrolled in evening and weekend undergraduate courses in the Faculty of Arts and Science, as well as part-time degree studies in Engineering and Nursing. The College's role in organizing courses offered outside the regular hours of the Arts and Science curriculum has led to one of its most significant undertakings—the administration of the Summer Session, offering approximately 200 Faculty of Arts and Science courses (12,000 FCE). The College offers and administers diploma and certificate programs in areas such as Gerontology, Personnel and Industrial Relations, Criminology, Law Enforcement and Administration, Teaching English as a Second Language, Business, as well as a special course in Teaching in Higher Education as described below. Approximately 800 students are involved in these offerings. Degree programs in Criminology and Labour Management Relations are offered and administered to over 500 primarily full-time students drawn from all of the undergraduate colleges.

Each of these core dimensions of the Woodsworth mandate has broader implications, and the role of the College has over time become multi-faceted. Woodsworth registers not only part-time students who are completing degree programs at the University of Toronto, but also visiting students. This service role for visiting students has led the College to take an interest in student exchange and study abroad programs. The College administers the Siena program providing for faculty exchange and student study at the University of Siena; and it is investigating the potential for other programs in Mexico and Hong Kong. Its focus on part-time students has also made the College the academic home for almost all Senior Citizen students at the University.

Part-time study has, among other things, traditionally provided a route of access to the University for students who otherwise might not consider university study or whose high school records would not otherwise qualify them for admission. Service to part-time students has led Woodsworth to pay particular attention to issues of access and transition to university study. It administers, on a cost-recovery basis, the Pre-University Program (PUP) directed at enabling over 1200 "mature" students without appropriate high school preparation to make the transition to university life.

Finally, the College's role in offering professionally-oriented degree, certificate and post-baccalaureate diploma programs has made it a natural vehicle for the offering of the innovative Teaching in Higher Education (THE 500) courses to provide doctoral students with teaching skills. More generally, certificate programs, which combine Arts and Science courses with courses mounted specifically by Woodsworth, and post-graduate diploma programs made up of program-specific courses, constitute an area of potential flexibility and innovation for the College—both to add and to discontinue programs—and allow the College to draw upon and supplement the broad resources of the Faculty of Arts and Science in response to market demands in a few selected areas.

The College's plan has implications for most of these dimensions of its mission. With regard to the proposed methods for meeting the assigned budget cuts, two points in particular should be noted. First, the College proposes to reduce expenditures in the Summer Session, a strategy that could reduce enrolment and hence University income. The effects of this strategy will depend upon the way in which it is implemented—the particular courses affected, the degree to which students shift from the Summer to the Winter session, the extent to which visiting students are deterred, etc. The Provost has accordingly requested further information as to the implementation of this strategy.

A second budget reduction strategy is the phasing out of the bursary program for Senior Citizens. This strategy has been adopted after extensive consultation. The College, moreover, intends to seek private funds for a Seniors bursary program as part of its development plan.

The College's APF requests have to do primarily with securing cross-appointments in the Criminology and Labour-Management Relations programs, with ensuring that faculty participation in the THE 500 course provided on a full-cost and not a stipendiary basis, with liaison and recruiting for the Pre-University and diploma and certificate programs, and with the mounting of new programs of study abroad. Transitional funding is sought to complete the phasing out of one diploma program.

The College pursued an exemplary and fully consultative process, which catalyzed a number of important initiatives accomplished within the College's own resources. For example, registration procedures have been simplified, counselling services increased, and work with the Alumni Association Executive Council intensified.

The Provost is pleased to recommend base funding for cross-appointments in the Criminology and Labour-Management Relations programs as requested. Funding for the THE 500 course is recommended on an OTO basis, pending the subsequent development of a refined proposal for base funding, possibly in collaboration with other divisions, including OISE/UT. Funding to enhance recruitment activities for equity groups to the Pre-University Program is recommended, on the understanding that these activities will involve liaison with the Transitional Year Program. A number of the College's other requests have been deferred. A decision on recommendations for funds for recruitment and liaison to degree, certificate and diploma programs has been deferred pending the work of a task force to be appointed by the Provost to review the offering of certificates across the University. Funding for study abroad programs is not recommended at this time, pending further development of these initiatives in collaboration with other divisions, the report of the Task Force on International Student Exchanges, and the exploration of the potential for private fund-raising in this area. (We note that the support of study abroad is one of the priorities in the development plan of the Faculty of Arts and Science.) And, as in the case of other divisions, the College's requests related to information technology are deferred pending a comprehensive review. Transitional funding for the phasing out of a diploma program is recommended as requested.

Under strong leadership, Woodsworth College continues to pursue and to develop its mission of support for part-time students, in all its ramifications. This plan, both in the process of its development and in its content, is true to the distinctive role of the College within the University of Toronto.

OTHER DIVISIONS

NOTE: The Faculty of Education, Faculty of Information Science, Faculty of Music and the University of Toronto Library submitted requests for funding in 1995-96 pending completion and approval of their divisional plans. Given the urgency of the particular needs expressed by these divisions, I have recommended approval of their requests, as documented below.

FACULTY OF EDUCATION

On July 1, 1996 the Ontario Institute for Studies in Education (OISE) and the Faculty of Education of the University of Toronto (FEUT) will be integrated into a new professional faculty of education — the Ontario Institute for Studies in Education of the University of Toronto (OISE/UT). The integration agreement established a Task Force, with equal representation from OISE and FEUT, which was charged with the preparation of an academic and budget plan for the new professional faculty of education which will be brought forward to the Planning and Budget Committee in the spring of 1996. To address FEUT's immediate needs, the Faculty requested support from the Academic Priorities Fund for the following projects:

Model School Proposal

The proposal seeks to give UTS a greater role with partner schools which have programs for academically able students by establishing a small network of secondary schools to focus on educational excellence including (i) curriculum and instructional issues (ii) preservice and inservice programs for teachers (iii) involvement of students in community activities and (iv) participation of selected senior students in first year university courses. As a result of the proposal selected FEUT students will spend more time in UTS, selected UTS staff will spend more time on teacher education, and selected FEUT staff will spend more time working at UTS. The Provost has recommended base budget funding of \$96,000 in support of the Model School proposal.

Early Teacher Projects

The Early Teacher Projects are two low-cost new initiatives involving cooperative efforts with Arts and Science. The first will see the Department of Mathematics, St. George Campus and the Toronto Board of Education provide an undergraduate course for persons preparing to teach or currently teaching mathematics in elementary schools. The second cooperative project with Scarborough College involves Physical Sciences and French and prepares students (who meet FEUT's admission requirements) for reserved places in the Bachelor of Education degree program. The Provost has recommended base budget support of \$10,000 for each of the projects.

Telecommunications Upgrade

Given the immediate planning needs for the integration of OISE and FEUT into OISE/UT, the Provost has recommended to the Planning and Budget Committee an allocation of up to \$300,000 (OTO) in Academic Priorities Funds for OISE/UT to upgrade its information technology infrastructure. These funds will be provided on the understanding that they will be matched by the OISE Reserve Equipment Fund, and that the resulting sums will be used for the information technology needs of the integrated Faculty - OISE/UT.

FACULTY OF INFORMATION STUDIES

In December 1994 the Faculty of Information Studies submitted its academic plan to the Provost. The Provost has delayed full consideration of the Plan pending the outcome of the current search to find a replacement for Dean Fasick who retired on June 30, 1995.

A key priority of plan is the critical need for support of the Faculty's technology infrastructure to prepare students for careers in the information sector. To address the Faculty's immediate need in this area, the Provost has recommended base budget funding of \$52,000 in support of systems management.

FACULTY OF MUSIC

In December 1994 the Faculty of Music submitted its academic plan to the Provost. The plan incorporated the attributes, plans and requirements of each of the Divisions of the Faculty of Music (History and Culture, Music Education, Opera, Performance, and Theory and Composition) and those of the Faculty's Library. The Provost has delayed full consideration of the Plan pending the outcome of the current search to find a replacement for Dean Paul Pedersen.

To address the Faculty's immediate needs in the Performance and Opera Divisions, the Provost has recommended base budget funding of \$41,250 for a part-time position and \$33,000 in OTO funding to upgrade a part-time position to full time.

UNIVERSITY OF TORONTO LIBRARY

The Library's long-range plan, Planning for 2000, was submitted in December 1994. However, it was not possible to respond to the full plan pending completion of the work of the Implementation Committee on the Information Commons, and until further analysis had been carried out on the information technology aspects of all divisional plans.

In keeping with the planning process, a separate submission was made to answer the most pressing needs of the Library in 1995-96. The Library requested \$900,000 in UIIF funding (OTO) in 1995-96, as follows: \$625,000 to upgrade 200 VT100 terminals to the current PC standard and \$275,000 to undertake associated wiring upgrades.

In addition, the Library requested ATF funding to cover half the cost of special voluntary exit and early retirement packages that would lead to substantial reductions in the Library's basic budget. The total cost of the retirement packages was estimated at \$1.1M, with the Library to contribute approximately \$550,000 from its budget, matched by the requested ATF allocation of approximately \$550,000.

Finally, the Library asked for approval to include two Librarian Chairs in its fundraising campaign, under the terms of the APF Endowed Chairs program. The Chairs requested would be for the Director of the Thomas Fisher Rare Book Library and for a Central and Eastern European Librarian.

III. PROVOST'S RECOMMENDATIONS FOR SPENDING FROM THE ACADEMIC PRIORITIES FUND, THE ACADEMIC TRANSITIONAL FUND AND THE UNIVERSITY INFRASTRUCTURE INVESTMENT FUND—SUMMARY TABLES

TABLE 1
**Recommended Multi-Year Allocations for Base Budget Funding
from the Academic Priorities Fund (APF)**

	Division	Prior	Recommended	Total Prior	Recommended for P & B	Total Prior,
		Approvals from P & B for 1994-2000	for P & B approval for 1995-2000	and Recommended for Approval	approval contingent upon raising EAF Matching Chairs	Recommended and Contingent
	A	B	A+B	C	D	A+B+C+D
					EAF enhancement	Leap-frog positions
		APF Base	APF Base	APF Base	APF Base	APF Base
1	Law	8,100	201,171	209,271	157,400 [4]	193,050 [3]
2	Medicine	1,977,650	1,977,650	1,977,650	157,400 [4]	2,135,050
3	Arts & Science	202,750	4,103,000	4,305,750	708,300 [18]	5,014,050
4	Erdinale	1,001,550	1,001,550	118,050 [3]	193,050 [3]	1,312,650
5	Social Work	94,471	94,471	39,350 [1]	64,350 [1]	198,171
6	SGS (Centres & Institutes)	37,000	356,000	393,000		393,000
7	TYP		44,000	44,000		44,000
8	Education		116,500	116,500		116,500
9	Forestry		nil			
10	Woodsworth		104,500	104,500		104,500
11	Innis		20,000	20,000		20,000
12	New		8,500	8,500		8,500
13	U.C.		48,400	48,400	39,350 [1]	87,750
14	St Michael's		n/a			
15	Trinity		n/a			
16	Victoria		n/a			
17	Management	532,169	532,169	275,450 [7]	257,400 [4]	1,065,019
18	Library		tbd	27,600 [2]		27,600
19	Engineering	513,210	1,127,900	1,641,110	354,150 [9]	2,252,660
20	Architecture	69,700	tbd	69,700		69,700
21	Dentistry		341,700	341,700		341,700
22	Information Studies	25,000	52,000	77,000		77,000
23	Music		41,250	41,250		41,250
24	Pharmacy	856,500	tbd	856,500		856,500
25	Scarborough	29,000	tbd	29,000		29,000
26	Nursing		tbd			
27	P&HE		tbd			
28	Inter-divisional	371,200	126,700	497,900	39,350 [1]	601,600
29	Information Commons	40,000	tbd	40,000		40,000
30	Undergraduate Student Awards	160,000	tbd	160,000		160,000
31	Admissions & Awards	51,000	tbd	51,000		51,000
	Totals	2,363,460	10,297,461	12,660,921	1,916,400 [50]	1,029,600 [16]
	Total Available			13,300,000		19,700,000
	Total remaining for further allocations					4,100,000

n/a=not applicable

tbd=to be determined; faculties whose multi-year plans have not yet been brought forward

*Savings from the Faculty of Forestry are added to the Base Budget of the Academic Priorities Fund.
To date, \$300,000 has been added, thus there will actually be \$4.4 million remaining for further allocation.

TABLE 2

Recommended Multi-Year Allocations for One-Time-Only Funding from the Academic Priorities Fund (APF)

	Division	Prior Approvals from P & B for 1994-2000	Recommended for P & B approval for 1995-2000	Total Prior and Recommended for Approval
		A AFF OTO	B AFF OTO	A+B AFF OTO
1	Law	183,500	15,000	198,500
2	Medicine	539,000	650,000	1,189,000
3	Arts & Science	880,015	600,000	1,480,015
4	Erdale	149,000	400,000	549,000
5	Social Work	441,700	143,516	585,216
6	SGS (Centres & Institutes)	266,500	255,000	521,500
7	TYP		nil	
8	Education	307,000	300,000	607,000
9	Forestry	2,000	45,000	47,000
10	Woodsworth		75,500	75,500
11	Innis		nil	
12	New		nil	
13	U.C.		nil	
14	St. Michael's		n/a	
15	Trinity		n/a	
16	Victoria		n/a	
17	Management	259,000	261,800	520,800
18	Library		tbd	
19	Engineering	540,000	1,200,000	1,740,000
20	Architecture	24,700	tbd	24,700
21	Dentistry	5,000	nil	5,000
22	Information Studies	100,000	tbd	100,000
23	Music	19,400	33,000	52,400
24	Pharmacy	9,000	tbd	9,000
25	Scarborough	169,600	tbd	169,600
26	Nursing	6,000	tbd	6,000
27	P&HE	4,000	tbd	4,000
28	Inter-divisional	1,452,000	tbd	1,452,000
29	Information Commons		tbd	
30	Undergraduate Student Awards	36,000	tbd	36,000
31	Student Information Systems	240,000		240,000
32	Research & International Relations	150,000	tbd	150,000
33	Development	500,000	n/a	500,000
34	Special Equipment Funds not attributed to an academic division	10,000	n/a	10,000
	Total	6,293,415	3,978,816	10,272,231
	Total available*			16,000,000
	Total remaining for further allocation			5,700,000

n/a=not applicable

tbd=to be determined; faculties whose multi-year plans have not yet been brought forward

*The original OTO fund was \$12.7 million. It has grown to \$16 million because of carryforward realized from delayed spending of base APF funds.

TABLE 3

Recommended Multi-Year Allocations for One-Time-Only Funding from the Academic Transitional Fund (ATF)

	Division	Prior Approvals from P & B for 1994-2000	Recommended for P & B approval for 1995-2000	Total Prior and Recommended for Approval
		A	B	A+B
		ATF OTO	ATF OTO	ATF OTO
1	Law		128,700	128,700
2	Medicine	480,000	555,459	1,035,459
3	Arts & Science	150,000	200,000	350,000
4	Erindale		630,000	630,000
5	Social Work		275,000	275,000
6	SGS (Centes & Institutes)		nil	
7	TYP		nil	
8	Education	150,000	nil	150,000
9	Forestry	25,000	57,722	82,722
10	Woodsworth	88,107	88,800	176,907
11	Innis		nil	
12	New		nil	
13	U.C.	150,000	52,300	202,300
14	St. Michael's		59,000	59,000
15	Trinity		15,000	15,000
16	Victoria		15,000	15,000
17	Management	400,000	295,830	695,830
18	Library		550,000	550,000
			tbd	
19	Engineering	200,000	502,500	702,500
20	Architecture		tbd	
21	Dentistry		150,000	150,000
22	Information Studies		tbd	
23	Music	15,000	tbd	15,000
24	Pharmacy		tbd	
25	Scarborough	150,000	tbd	150,000
26	Nursing		tbd	
27	P&HE		tbd	
28	Inter-divisional	350,000	tbd	350,000
29	High Performance Computing	488,000	tbd	488,000
30	Admissions & Awards	90,000	tbd	90,000
31	Development	570,000	n/a	570,000
	Total	3,306,107	3,575,311	6,881,418
	Total available			12,000,000
	Total remaining for further allocation			5,100,000

n/a=not applicable

tbd=to be determined; faculties whose multi-year plans have not yet been brought forward

FACULTY OF APPLIED SCIENCE AND ENGINEERING

APP Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions for Approval FTE	Administrative Positions for Approval FTE
	Base	OTO		
Academic Positions in Base:				
26.78 FTE requested				
Approved: 14 FTE from APP @ \$64,350	900,900		14.0	
Approved: 9.0 FTE from Endowed Chairs Program @ \$39,350	(354,150)		[9.0]	
Approved: 4.0 FTE "leap frog" @ \$64,350	(257,400)		[4.0]	
Administrative Positions for Computer Engineering Program Expansion				
Approved: 1.0 FTE administrative staff and 1.0 FTE technical staff	93,500			2.0
Teaching Assistants for Computer Engineering Program Expansion				
Approved:	83,500			
Emphasize English writing and speaking proficiency				
Approved: \$40,000 a year for three years for a Resource person to facilitate this objective		120,000		
Expand High School Liaison Office				
Approved: \$50,000 in base for a high school liaison officer and \$45,000 a year for two years for an additional liaison officer	50,000	80,000		1.0
Upgrade under graduate teaching laboratories				
Approved: \$500,000 OTO		500,000		
Marching Bands for undergraduate levy				
Approved: 50¢ on the dollar for fours years OTO at \$125,000 per annum		500,000		
TOTALS RECOMMENDED FOR APPROVAL	1,127,900	1,200,000	14.0	3.0

FACULTY OF APPLIED SCIENCE AND ENGINEERING

Endowed Chairs and Leapfrog Positions: Provost's Recommendation for Approval

	Base APP	FTE
Matched Endowed Chairs	(354,150)	[9.0]
Leapfrog positions	(257,400)	[4.0]

FACULTY OF APPLIED SCIENCE AND ENGINEERING

ATF Requests: Provost's Recommendation for Approval

	OTD
Severance payments for 12 administrative staff	
Approved:	402,500
Expand PES Program	
\$50,000 a year for two years	
Approved:	100,000
RECOMMENDED FOR APPROVAL	502,500

FACULTY OF ARTS AND SCIENCE

APP Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions for Approval FTE	Administrative Positions for Approval FTE
	Base	OTO		
Academic Positions in Base:				
80 FTE requested (see Appendix for list)				
Approved: 62 FTE from APP @ \$60,500, incl. benefits; To include cross-discipline positions (marked with ** on Approved list)	3,751,000		62.00	
Approved: 18 FTE from Endowed Chairs Program @ \$39,350	(708,300)		[18.00]	
Total Academic Positions	3,042,700			
Approved: \$550K for TAs, and \$160K for Stipends				
Approved: As part to be allocated for TAs and/or stipends at discretion of Faculty)	300,000			
Graduate and undergraduate instruction Classes:				
Instructional equipment (\$50K for optical and \$50K for cinematic projections); Approved		100,000		
Science Laboratories				
* Upgrade undergraduate teaching lab in GLG, ZOO, PSY, DSC, GGR, CHM				
* Improve CAI to first-year CHM courses				
* Environmental analytical chemistry lab for ANT, BOT, CHM, GGR, GLG, ZOO, ENV				
Approved: \$32K OTO for Science laboratories, as allocated by Faculty	500,000			
Administrative Services Personnel				
* 1.0 FTE FAIR secretary; upgrade ENV desk to AA	20,000			
* 1 FTE secretary for 1995, 2995, and Int'l programs	32,000			
Approved: \$32K for 1.5 FTE secretarial/administrative assistance.			0.50	1.00
TOTALS RECOMMENDED FOR APPROVAL	4,103,000	600,000	62.00	1.59

FACULTY OF ARTS AND SCIENCE

Endowed Chairs: Provost's Recommendation for Approval

	Base APP	FTE
Endowed Chairs	(708,300)	[18.00]

FACULTY OF ARTS AND SCIENCE

ATF Requests: Provost's Recommendation for Approval

	OTD
Graduate and undergraduate instruction UPSCALE PHM equipment (computers) \$50K Approved	50,000
Research Services Technical facilities consolidation including training Approved	150,000
	200,000
:PROPOSED FOR APPROVAL	

FACULTY OF DENTISTRY

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions
	Base	OTD	
Academic Positions Biomaterials — 1 FTE positions @ \$88,000 p.a. Cardiology — 2 FTE positions @ \$64,350 p.a.	\$88,000 \$128,700		1 2
MRC Group in Periodontal Physiology — Partial salary support for 4 faculty when MRC funding ends in 1999.	\$125,000		
Total	\$341,700		3

FACULTY OF DENTISTRY

ATF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval
	OTD
Director, Continuing Education and Alumni Affairs — Salary support for 3 years @ \$50,000 p.a.	\$150,000
Total	\$150,000

FACULTY OF EDUCATION

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions for Approval FTE	Admin. Positions for Approval FTE
	Base	OTD		
<i>University of Toronto Model Schools</i> Approved	96,500			
<i>Early Teacher Projects</i> Approved:	20,000			
<i>Upgrading the Information Technology Infrastructure</i> Approved:	300,000			
TOTALS RECOMMENDED FOR APPROVAL	116,500	300,000		

ERINDALE COLLEGE

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval	Academic Positions for Approval FTE	Admin. Positions for Approval FTE
	Base	OTD	
Academic Positions: Humanities 3.67 FTE requested: 1.0 FTE to facilitate inter-campus transfer; DRA, 0.67 FTE; PHL, 1.0 FTE 2.67 FTE approved:	168,700		2.67
Academic Positions: Sciences 5.35 FTE requested: BIO, 2.0 FTE; CHNM, 1.0 FTE; Earth Science, 1.35 FTE; PSY, 1.0 FTE; 2.0 FTE approved according to College priorities for 3 years: 1.0 FTE approved in base, anticipating transfer from another campus. The College also has conditional approval for "leap-frog" funding for one further appointment (1.0 FTE) in the Sciences if one endowed Chair (1.0 FTE) related to Biotechnology is realized.	128,700	2.00	
		64,350	1.00
		(64,350)	[1.00]
		(39,350)	[1.00]
Academic Positions: Social Sciences 15.75 FTE requested: ANTH, 1.0 FTE; ECO, 2.0 FTE; GGR, 1.0 FTE; MGFT, 2.0 FTE; POL, 3.0 FTE; SOC, 4.0 FTE; WRL, 0.75 FTE; 8.0 FTE approved according to College priorities for 3 years. The College also has conditional approval for "leap-frog" funding for two further appointments (2.0 FTE) in the Social Sciences if one each of new Endowed Chairs (2.0 FTE) that may be realized by this division.	514,800	8.00	
		(128,700)	[2.00]
		(78,700)	[2.00]
TA support (tutorial and grading) \$255K in base requested, phased in over 4 years. Approved in full.	85,000		
Equipment Renewal (Laboratory Sciences) Approved on OTD basis (\$50K in each of 5 years of plan)	250,000		
Development and implementation of Graduate Programs Defer. Much less expensive and more cost effective request about the development of graduate programs in Accounting, Technology Management & Biotechnology. \$15K OTD allowed for feasibility studies	15,000		
Development of Clinical Graduate Programs Staffing and Construction of Research Sciences Program Development of Theatre and Drama Studies Program Approved on OTD basis. Total of \$65K in base and \$30K OTD requested. \$45K OTD will be allocated for three years for start-up costs. Conversion to base funding will be considered at end of period.	135,000		
Student Support Programs & Enhancement of Student Life Approved in part. \$40K in base, as requested, for Student Support Services.	40,000		0.60
PROPOSED FOR APPROVAL	1,901,559	409,000	13.67
			0.60

ERINDALE COLLEGE

Endowed Chairs and Leapfrog Positions: Provost's Recommendation for Approval

[Endowed Chair] [Contingent Appointments]	\$118,050]	\$3,00]
PROPOSED FOR APPROVAL	\$111,100]	(6,00)

ERINDALE COLLEGE**ATF Requests: Provost's Recommendation for Approval**

	OTD
Bridging to Academic Retirement: 2000 (GER), 2002 (PHY), 2003 (GER), 2004 (PSY), 2004 (BIO)	
Approved in part: It is recommended that the College receive transitional costs for these bridges, to a maximum of \$630,000 (non-included)	630,000
PROPOSED FOR APPROVAL	630,000

FACULTY OF FORESTRY**APF Requests: Provost's Recommendation for Approval**

Item	Proposed for Approval		Academic Year for Approved FTE	Admin. Year for Approved FTE
	Base	OTD		
Support for field training courses in M.F.C. program Approved: 15,000 a year for three years		45,000		
TOTALS RECOMMENDED FOR APPROVAL		45,000		

FACULTY OF FORESTRY**ATF Requests: Provost's Recommendation for Approval**

	OTD
Services costs for 1996-97 Approved	\$7,722
RECOMMENDED FOR APPROVAL	\$7,722

SCHOOL OF GRADUATE STUDIES—CENTRES AND INSTITUTES**APF Requests: Provost's Recommendation for Approval**

Item	Proposed for Approval		Academic Year for Approved FTE	Admin. Year for Approved FTE
	Base	OTD		
CIS Infrastructure To move current OTO funding (from SGS and Provost) to base. Approved	150,000			
Master's Program in International Relations To be based in CIS. Includes appointment of Director (0.4 FTE), consultant (0.2 FTE), and research (0.4 FTE) and students (0.5 FTE), and will initially involve collaboration between HIS, POL, ECO, LAW, MGT. Approved.	150,000		2.00	0.50
University Collaborative Programs To move current OTO funding (from Provost) to base. Deferred. Maintain current \$25K line of credit, pending outcome of Task Force on SGS	25,000			
Drama Centre: Cinema Studies Funding for .33 FTE is requested to allow stand-alone MA in Cinema Studies. Pending for funding .37 FTE for new position in Film History if already in place. Approved	20,000		0.33	
Museum Studies Program To make possible status at Centre and add a collaborative master's program. Approved in principle, contingent on future appointment of new director and subsequent planning.	20,000			
Centre for Industrial Relations To make 0.33 FTE appointment with Management, bridged to Cispo retirement in 1998. Approved.	16,000		0.33	
Women's Studies 2 x \$25K OTO requested to support program until its 3-year review. Approved		50,000		
Centre for Medieval Studies To support four new courses over the next five years at \$36K p.a. Approved.	180,000			
PROPOSED FOR APPROVAL	386,000	255,000	2.66	0.80

FACULTY OF INFORMATION STUDIES**APF Requests: Provost's Recommendation for Approval**

Item	APF Base
Support for systems management	\$52,000

INNIS COLLEGE

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions for Approved FTE	Administrative Positions for Approved FTE
	Base	OTO		
Research Training Centre:		10,000		
Approved:				
Multi-State Center:		10,000		
TA funds Approved:				
INNIS COLLEGE - RECOMMENDED FOR APPROVAL	20,000	nil		

FACULTY OF LAW

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions for Approved FTE	Administrative Positions for Approved FTE
	Base	OTO		
Academic Positions in Base:				
9.16FTE				
Approved:				
1.0FTE		64,350		1.0
6.0 FTE positions using the "leap frog" scheme	[118,050]	[193,050]	[3.0]	[3.0]
1.0 FTE position using the EAF matching scheme	[39,350]		[1.0]	
1.0 FTE position in Aboriginal Law	64,350		1.0	
6.6 FTE in Culture, Aboriginal Issues, and Gender with the Faculties of A & S and Social Work	42,471		.66	
Salary top-up				
Approved:		30,000		
Graduate Recruitment				
Approved: \$5,000 a year for 3 years			15,000	
TOTALS RECOMMENDED FOR APPROVAL	201,171	15,000		2.66

FACULTY OF LAW

Endowed Chairs and Leapfrog Positions: Provost's Recommendation for Approval

	Base APP	FTE
Matched Endowed Chairs	[157,400]	[4.0]
Leapfrog positions	[193,050]	[3.0]

FACULTY OF LAW

ATF Requests: Provost's Recommendation for Approval

	OTO
Bridge from a budget cut in 1999-2000 to a retirement in 2001	
Approved:	128,700
RECOMMENDED FOR APPROVAL	128,700

UNIVERSITY OF TORONTO LIBRARY

Endowed Chairs: Provost's Recommendation for Approval

	Base APP	FTE
Entry-level positions associated with two Endowed Librarian Chairs: Fisher Rare Book Librarian; Russian and East European Librarian	[27,600]	[2.00]

UNIVERSITY OF TORONTO LIBRARY

ATF Requests: Provost's Recommendation for Approval

	OTO
Voluntary Exit and Early Retirement	
Total expense of \$1.1M to be shared between UTL budget and ATF. Approved	550,000
PROPOSED FOR APPROVAL	550,000

UNIVERSITY OF TORONTO LIBRARY

UIIF Requests: Provost's Recommendation for Approval

	OTO
Information Technology	
Upgrade Terminals and Wiring. Approved	900,000
PROPOSED FOR APPROVAL	900,000

FACULTY OF MANAGEMENT

APP Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions for Approval	Adm. Positions for Approval
	Base	OTC		
Academic Positions in Base:				
20.0 FTE requested				
Approved: 3.0 FTE from APF @ \$64,350	193,050		3.0	
Approved: 7.0 FTE from Endowed Chairs Program @ \$39,350	[275,450]		[7.0]	
Approved: 4.0 FTE "Leap frog" @ \$64,350	[257,400]		[4.0]	
Associate Director for Recruitment and Admissions, MBA Programs				
Approved: 1.0 FTE administrative staff position	55,000			1.0
<i>Academic Computing (urgent requests)</i>				
Approved:				
Classroom computing facilities		14,000		
Student computing facilities		32,000		
EU computing services		70,000		
Shared network services- faculty and administration		97,500		
UNIX system upgrade		5,600		
Administrative Computing (urgent request)				
Upgrade staff workstations		42,700		
MBA Accounting Transfer/Redeployment of part-time stipendary teaching in Commerce programs:				
Approved: \$284,119 in base for the redeployment of Faculty to reduce stipendary teaching in Commerce programs	284,119			
TOTALS RECOMMENDED FOR APPROVAL	532,169	261,800	3.0	1.0

FACULTY OF MANAGEMENT

Endowed Chairs and Leapfrog Positions: Provost's Recommendation for Approval

	Base APF	FTE
Matched Endowed Chairs	[275,450]	[7.0]
Leapfrog positions	[257,400]	[4.0]

FACULTY OF MANAGEMENT

ATF Requests: Provost's Recommendation for Approval

	OTC
Severance payments to administrative staff	
Approved:	145,830
MBA Accounting Transfer to Brindale	
\$150,000 for one year	
Approved:	150,000
RECOMMENDED FOR APPROVAL	295,830

FACULTY OF MEDICINE

APP Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Positions	Adm. Positions
	Base	OTC		
Priority 2 Professional Education in the Academics				
1995-96 - 4 Academy Directors	\$120,000		1.0	
1995-96 - 6 Academy Associates	\$79,200		1.2	
1995-96 - 1 FTE Secretary	\$40,000			
1996-97 - 5 Academy Associates	\$79,200		1.2	1.0
Priority 3 Program in Molecular Medicine				
Base Budget 1996-97 - \$150,000; 1997-98 - \$150,000; 1998-99 - \$150,000 (equivalent to 7 FTEs @ \$64,350 p.a.)	\$450,000*		7.0	
Priority 4 Health Services Research Program				
1996-97 - 1 FTE Associate Professor	\$90,000*		1.0	
1997-98 - 1 FTE Assistant Professor	\$64,350*		1.0	
Priority 6 Collaborative Program in Developmental Biology				
0.5 FTE Administrative staff; support of specific graduate program activities: 1996-97 - \$24,000; 1997-98 - \$24,000	\$48,000			0.5
Priority 7 Department of Physical Therapy				
2 FTE Asst. Professors (in each of 1997-98 and 1998-99)	\$128,700*		2.0	
Priority 8 Department of Speech Pathology—MSc & PhD Programs				
1995-96 to 1999-2000 - For equipment updates and existing professors. Dean to determine appropriate distribution approved allocation	\$18,000		\$150,000	0.5
Priority 10 Basic Science Sector: Tissues Stream & Infrastructure Replacement				
1996-97 - Anatomy and Cell Biology - 1 FTE Asst. Prof.	\$64,350*		1.0	
1996-97 to 1998-99 - Biochemistry - 3 FTE Asst. Prof.	\$198,000*		3.0	
1999-2000 - Nutritional Sciences - 1 FTE Asst. Prof.	\$64,350*		1.0	
Priority 12 Division of Teaching Laboratories				
1996-97 - 1997-98 - 2 FTE technicians (1 each year) @ \$64,000 p.a.	\$88,000			
1998-99 - 1999-2000 - \$100,000 p.a. for equipment replacement	\$500,000			2.0
Priority 11 Continuing Medical Education - Recovery of Indirect Costs				
See ATF Allocations				
Priority 12 Proprietary Departmental Reorganization: Microbiology and Medical Genetics, and Clinical Biochemistry, Pathology, Microbiology (Clinical) - 7 FTE Assistant Professors				
	\$46,450*		7.0	
Total	\$1,977,659	\$659,000	26.4	4.0

* = agreed to approve positions, the Dean will determine distribution

FACULTY OF MEDICINE

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval
	OTC
Priority 11	
Continuing Medical Education - Recovery of Indirect Costs OTC for 3 years: \$37,925 - \$59,430, 1996-97 - \$89,145.	
\$237,720	
Assistance with continued expense of restructuring IAMS Creative Communications	\$317,739
Total	\$855,489

FACULTY OF MUSIC

APF Requests: Provost's Recommendation for Approval

Item	APF Base	APF OTC
upgrade of part-time position to full time in opera division		\$33,000
part-time position in performance division	\$41,250	

NEW COLLEGE

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval	Academic Positions for Approval	Admin. Positions for Approval
	Base	OTC	FTE
ESI, instruction For TA salaries Approved	8,500		
NEW COLLEGE: RECOMMENDED FOR APPROVAL	8,500	nil	

FACULTY OF SOCIAL WORK

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval	Academic Positions for Approval	Admin. Positions for Approval
	Base	OTC	FTE
Academic Positions in Base:			
1.0 FTE requested in Child and Family and two bridges in Child and Family	[39,350]		[1.0]
Approved: 2.0 FTE using the "leap frog" scheme	[64,350]		[1.0]
<i>66 FTE in Race, Culture, Aboriginal Issues, and Gender with the Faculties of Ad & S Law</i>			
<i>Approved: 66 FTE</i>	42,471		.66
Expanded Space Expenses:			
Approved:	30,000		
<i>Shortfall in bridge to a position upon retirement</i>			
<i>Approved:</i>	22,000		
<i>1.5 FTE Research Associate for 3 years</i>			
<i>Approved: 1.5 FTE only</i>	82,500		
Doctoral Student Recruitment:			
Approved: \$5,000 a year OTC for three years		15,000	
Horizontal Re-wiring:			
Approved:		16,016	
Symposium on Race and Culture:			
Approved: \$4,000 a year OTC for three years		12,000	
Recruitment for under-represented students:			
Approved: \$6,000 a year OTC for three years		18,000	
TOTALS RECOMMENDED FOR APPROVAL:	94,471	143,516	0.66

FACULTY OF SOCIAL WORK

Endowed Chairs and Leapfrog Positions: Provost's Recommendation for Approval

	Base APF	FTE
1 EAF Matching Chair in Child and Family	[39,350]	[1.0]
1 Leapfrog position	[64,350]	[1.0]

FACULTY OF SOCIAL WORK

ATF Requests: Provost's Recommendation for Approval

Item	OTC
2 bridges to 2 budget cuts based on retirements in 2000 and 2001 totaling \$416,325	
Approved: Funding in part, non-indexed, to a maximum of \$275,000	275,000

RECOMMENDED FOR APPROVAL: 275,000

TRANSITIONAL YEAR PROGRAM

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval	Academic Positions for Approval	Adm. Positions for Approval
	Base	OTC	FTE
TRANSITIONAL YEAR PROGRAM			
To make current level of support permanent			
Approve \$44K (4 x \$11K) in base to counteract effect of 1.6% annual reduction imposed as part of current long-range budget, 1996-97 through 1999-2000	44,000		
TYP: RECOMMENDED FOR APPROVAL	44,000	nil	

ST. MICHAEL'S COLLEGE

ATF Requests: Provost's Recommendation for Approval

	OTO
Writing Centre	
\$75K OTO sought over 5 years to expand writing services. Approved: \$15K OTO 3 years @ \$5K p.a.)	15,000
Celtic Studies	
: 0.5 FTE CLTA (\$22,000 p.a. (incl. benefits, for 2 years) as bridge to fundraising for position in Celtic Studies. Approved	44,000
PROPOSED FOR APPROVAL	\$9,000

TRINITY COLLEGE

ATF Requests: Provost's Recommendation for Approval

	OTO
Writing workshop	
\$25K OTO sought over 3 years to expand writing services. Approved: \$15K OTO 3 years @ \$5K p.a.)	15,000
PROPOSED FOR APPROVAL	\$15,000

UNIVERSITY COLLEGE

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Postures for Approval FTE	Admin. Postures for Approval FTE
	Base	OTO		
Student service				
1.0 FTE requested for student counselling officer within Registrar's Office. (phased in over 4 years). Approved	43,400			1.00
Writing Workshop				
Service improvements. Approved.	5,000			
UNIVERSITY COLLEGE: RECOMMENDED FOR APPROVAL	48,400	n/a		1.00

UNIVERSITY COLLEGE

Endowed Chairs: Provost's Recommendation for Approval

	Base APF	FTE
Entry-level position associated with the Endowed Chair in Peace and Conflict Studies (shared with the Department of Political Science)	(39,350)	(1.00)
PROPOSED FOR APPROVAL	\$1,300	

UNIVERSITY COLLEGE

ATF Requests: Provost's Recommendation for Approval

	OTO
Peace and Conflict Studies	
Secretarial support (0.50 FTE) over 3 years. Approved	\$2,300
PROPOSED FOR APPROVAL	\$2,300

VICTORIA COLLEGE

ATF Requests: Provost's Recommendation for Approval

	OTO
Writing workshop	
\$45K OTO sought over 5 years to expand writing services. Approved: \$15K OTO 3 years @ \$5K p.a.)	15,000
PROPOSED FOR APPROVAL	15,000

WOODSWORTH COLLEGE

APF Requests: Provost's Recommendation for Approval

Item	Proposed for Approval		Academic Postures for Approval FTE	Admin. Postures for Approval FTE
	Base	OTO		
Criminology Undergraduate Program Cross Appointments				
Two positions at .40 FTE each, costing \$45.5K in total (incl. benefits). Approved.	49,500		0.80	
Labour Management Program Appointment				
.2 FTE, costing \$22K in total (incl. benefits). This involves part-time time from another academic unit.	22,000		0.20	
Administrative Costs				
THE500H: Administrative Costs				
THE500H: Academic Costs				
.15 FTE, for admin. ass't., @ approx. \$5,500 in total (incl. benefits), plus \$15K per year for secretarial support for teaching semester, costing approx. \$30K in total (incl. benefits).	defered	7,300		
Actual administrative and academic costs for 1995-96 approved OTO; reduced base funding request to be considered for 1996-97.		28,200		
Labour-Management Relations Cross Appointment				
.4 FTE, costing \$33K in total (incl. benefits).	33,000		0.40	
Apprentices				
Liaison and Recruiting Activities of Equity Groups for Pre- University Program				
.8 FTE, costing \$80K OTO (incl. benefits), over 4 years. 2 years @ \$20K p.a. approved. (Activities to be undertaken in collaboration with the Transition Year Program)		40,000		
PROPOSED FOR APPROVAL	104,500	75,500	1.40	

WOODSWORTH COLLEGE

ATF Requests: Provost's Recommendation for Approval

	OTD
Placement of EEA / Approved To allow those enrolled in the Real Estate section to complete their program over next three years. Approved.	\$8,800
PROPOSED FOR APPROVAL	\$8,800

INTERDIVISIONAL REQUESTS

ATF Requests: Provost's Recommendation for Approval

Item	Recommended for approval	Recommended for approval contingent on raising EAF Matching Chair ATF Base
	ATF Base	
Writing Lab to be shared by Dentistry, Nursing, Pharmacy, P&ME and Social Work	62,350	
Positions allocated to Arts & Science in support of the expanded Computer Engineering Program: recommendation is for one position directly from the ATF; one EAF enhanced junior position and one leap-frog position	64,350	(39,350 [1]) 64,350 [1]
Total recommended for approval	126,700	103,709 [2]

INTER-DIVISIONAL ITEMS RECOMMENDED FOR APPROVAL ON DIVISIONAL TABLES

Two positions in Race, Culture, Aboriginal Issues and Gender shared among the Faculties of Arts & Science, Law and Social Work	<i>(base funding of \$128,700 appears in the divisional tables)</i>	
Two positions in Drama, one shared between Arts & Science and the Graduate Centre for Drama and one shared between Arts & Science and University College	<i>(base funding of \$121,000 appears in the Arts & Science table)</i>	
Peace & Conflict Studies, one junior position shared by Arts & Science and University College contingent on raising an EAF Matched Chair		<i>(an EAF enhancement of \$39,350 for a junior position appears in the U.C. table)</i>
Masters in International Studies	<i>(base funding of \$150,000 appears in the SGSS, Centres & Institutes table)</i>	



C A M P A I G N

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Let's keep up this great tradition!

UNITED WAY GETS THEM OFF TO A HEALTHY START

The room is bright and sunny. Floral cloths adorn tables bursting with fresh seasonal fruit, juice and decaffeinated coffee. No, it's not a resort, but it rates five stars with the more than 30 moms, moms-to-be, infants and toddlers who'll be filling up the room any moment now. It's the Healthy Beginnings program at Stop 103, another unique project made possible through United Way Action Grants.

Healthy Beginnings, a drop-in centre run in conjunction with Davenport Perth Neighbourhood Centre and the Toronto Department of Public Health, provides services and programs to pregnant women and new moms in Northwest Toronto. Clients learn about pre- and post-natal nutrition, child care and where to find helpful services and counselling. According to Sonja Nerad,



Laaren Bensette (4 months) enjoys the Healthy Beginnings program.

program coordinator, many of the women who visit fall into a "high risk" category. "They're often single or low-income moms,

immigrant or young women," she says. Program staff, who help nearly 200 women each year, offer services in many different languages.

Tania attended the program three years ago and now volunteers. "When I found out I was pregnant, I was scared," she says. "I was only 21 years old, and I felt I had lost all of my friends and upset my parents. I didn't know anything about proper nutrition or how to care for a baby. Healthy Beginnings helped me start making decisions for myself and stop feeling like such an outsider."

"United Way support enables small, community-based agencies to do some very exciting work at the local level," adds Sonja. "Thanks to United Way we can help women in our community throughout and after pregnancy."

Building Community from the Ground Up

Fresh, home-grown produce is making life a little easier for 25 low-income families who are members of the Agincourt Community Garden. The project, which receives a United Way Action Grant, gives the participating families the satisfaction of growing their own food and helps them to reduce their dependence on the Emergency Food Bank.

Action grants offer agencies short-term funding for projects that build specific community strengths and involve local residents. The plan is for the projects to become self-sustaining.

Started in 1994 with six plots, the Agincourt Community Garden has grown to include 20 plots, approximately 15x5 feet in size. They are shared by apartment dwellers, food bank recipients and members of church congregations. Everything from basil to beans and melons to zucchini is grown, stretching tight budgets and supplying healthy, fresh food. Gardeners are also offered workshops on canning and freezing techniques to make their harvest last through the winter months.

"It means a lot to me," says Linette Howlett,

a member of the project. "I look forward to going to the garden, just as if I was going to work. It has life in it."

The Agincourt Community Garden is an illustration of how United Way builds community from the ground up.



Reaping the harvest. Linette Howlett, a member of the Agincourt Community Garden, displays the bounty of fresh food grown by the United Way-funded project.

Questions & Answers

Q. How do I make a gift to United Way?

A. The University has a canvasser for each department or group throughout the University (see page four of this supplement). Your canvasser has already or will soon be handing you a pledge card. You can make a donation by cheque, payroll deduction or credit card. You can give your completed pledge form to your canvasser or mail it directly to our office (see below for address).

Q. What is the United Way's Mission?

A. The United Way's mission is: "To meet urgent human needs and improve social conditions by mobilizing the community's volunteer and financial resources in a common cause of caring."

Q. How much does United Way spend on fund raising and administration costs?

A. United Way of Greater Toronto prides itself on its excellent record as a low overhead charitable organization. With operating costs running in the range of only 13 cents on the dollar, United Way is a leader in cost-efficient fund raising in North America.

Q. Why does United Way spend so much on advertising?

A. Actually, United Way does not spend a penny on its advertising campaign. Our policy is to have radio, television and newspaper space donated

by various sponsors, in addition to their contribution to the campaign. Our advertising agency volunteers its services for free.

Q. Doesn't the government provide money to help your agencies?

A. All levels of government fund specific areas of need, such as unemployment, education, training and health care. Many government departments also purchase services from United Way agencies. But many necessary services do not qualify for government funding. United Way provides core funding to ensure that agencies have enough funds for programs not supported by government.

Q. I pay for my family to attend the YMCA and for my children to attend Scouts Canada. Why does United Way give them money?

A. United Way encourages agencies to charge user fees where appropriate so that individuals unable to afford a fee can be assured access to an agency's program. United Way funds these agencies to expand their services to individuals and families who cannot pay user fees or to support special projects.

Q. How do I volunteer with United Way or one of its member agencies?

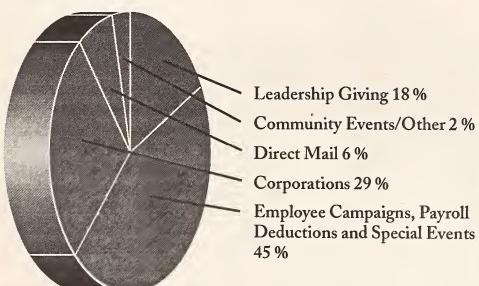
A. If you want to volunteer with United Way, just call 777-2001 and ask for the Volunteer Coordinator. If you wish to volunteer with one of United Way's member agencies call the Volunteer Centre of Metropolitan Toronto at 961-6888.

1995 Campaign Goals 50 percent participation; Raising \$555,555

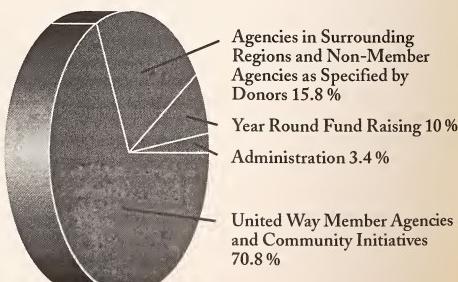
1994 Campaign Results

\$527,301 raised
33% participation

Where the money comes from...



Where the money goes...



*Please return your pledge card to your canvasser or to:
United Way Campaign, 21 King's College Circle, University of Toronto*

EXAMPLES OF WHAT YOUR GIFT CAN DO

- \$26 Six days of emergency food for a single mother and her children.
- \$65 Life skills orientation, language training and citizenship classes to a new Canadian.
- \$78 One-day session for an individual with multiple sclerosis, teaching him or her how to live and cope with the disease.
- \$117 One year of literacy training to help an adult get a good job and a better life.
- \$130 One morning's breakfast for 156 children.
- \$195 Two months of professional counselling services to a woman who has suffered from assault.
- \$260 Fourteen hours of respite care for someone attending to terminally ill patients in the home.
- \$520 Special exercise class once a week for five weeks for 24 older adults with Parkinson's disease.
- \$650 Day-long recreation programs for 72 seniors for one year.
- \$702 Maintains a big brother - little brother friendship for a year.
- \$1,196 Forty hours of intensive mobility training that enables a blind person to cross a street safely and use the subway and bus system.

Tax Credit Note: Donations to the United Way are fully eligible for a federal tax credit of 17 percent on the first \$200 donated and 29 percent for all amounts above \$200. Combined with your Ontario (58 percent of federal tax credit) and federal surtax (three percent of federal tax credit) tax savings, a \$200 donation will generate a tax saving of \$54.74. All donations above \$200 will generate a tax saving of 46.7 cents for every dollar donated.

Help the Hand That Helps the Most

by Heather Munroe-Blum and Jon Dellandrea
1995 United Way Campaign Co-chairs

The United Way is one of the most effective agencies concerned with the ongoing health of the many communities that compose this vibrant city, and the University of Toronto is proud to be an ongoing supporter of the agency's work. It is a pleasure, therefore, for us to remind you of the annual United Way campaign, which is one of the many traditional fall activities at the University and one that offers us all a chance to help our community.

This is a difficult time for many people in Metro Toronto. The economic recession has left people vulnerable, often jobless, and in need of help. The troubles are close to home — many in the University community are experiencing difficulties themselves or know someone who is. In this climate it is important to remember that as employees of the University, we are very fortunate. One way to recognize this is by helping United Way improve the lives of many throughout this community.

We are both strongly committed to the United Way and the 250 worthwhile agencies it supports. Many of you know that the United Way is under strict financial control, and administrative expenses account for only 13 cents out of every dollar raised. That is an exceptionally low



Campaign Committee (l to r): Susan Grant (staff), Peter O'Brien (staff), Sara Dreiling (United Way); Back Row (l to r): Sari Kravitz (staff), Jon Dellandrea (Co-chair), Heather Munroe-Blum (Co-chair), Nadine Ellement (United Way Loaned Representative).

figure and can only be achieved because companies and individuals donate generous amounts of time and effort to the campaign.

Last year members of the University raised \$527,301, which placed us among the top 10 contributors in the city. This year we have raised our sights: our goal for the 1995 campaign is \$555,555. This goal is within reach if everyone who gave last year gives a few dollars more per month, and if we increase our rate of participation.

You may specify in various ways where your donation goes. If you wish, a contribution can be made to a category of agencies, for example, Employment, Training and Literacy or Seniors'

Services. You may also designate your gift to a charity that is not part of the United Way family of agencies. In this instance, the full amount will be forwarded, as long as it is a registered Canadian charity. (There are more than 50,000 such registered charities in Canada.) Please look for details on the back of your United Way contribution form.

For those of you who are able to make large donations, there is a campaign of leadership gifts, "Leaders of the Way," that recognizes contributors of \$1,000 or more. The University also has its own leadership campaign, called "The University/United Way Honour Roll," for those who donate \$500 or more.

If you work at Erindale, you may decide to designate your contribution to the Peel United Way Campaign or to other United Way campaigns. The needs in Peel and other areas are as great, of course, as those in Metro.

U of T has a long and impressive record of United Way giving. We have consistently ranked among the leading donors to the United Way and we are well ahead of all other educational institutions in Metro. Through the United Way we have shown the concern we hold for our community. It is a great tradition of caring and we hope that you will help us carry it forward.



VOLUNTEERS MAKE ALL THE DIFFERENCE

United Way Canvassers for 1995 Campaign

Please be kind to your canvasser.

FACULTY OF ARTS AND SCIENCE:

Ida Ferrinho, Office of the Dean
Angie Calabrese, Registrar's Office
T.B.A., Anthropology
Linda Taitton, Astronomy
Sharon Bradley, Athletics and Recreation
T.B.A., Botany
Silvana Papaleo, Chemistry
Ann-Marie Matti, Classics
Lisa MacTavish, Commerce
Martha Hendricks, Computer Science
Celia Sevilla, East Asian Studies
Claire Brenner, Economics
Greig Henderson, English
Joanne Wainman, Fine Art
Paul Perron, French
Donna Campion, Geography
Diana Forester, Geology
Eva Cooper, Germanic Languages & Literature
T.B.A., History
Jennifer Calder, Italian Studies
Henry Rogers, Linguistics
Nadia Cavaliere, Mathematics
Linda Northrup, Middle East & Islamic Studies
Sylvia Williams, Near Eastern Studies
Jane Bugajski, Philosophy
David Bailey, Physics
Nelson Wiseman, Political Science
Ann Lang, Psychology
Cynthia Gauthier, Religious Studies
Joseph Schallert, Slavic Languages & Literature
Brenda Mazur, Sociology
Wendy Rolph, Spanish & Portuguese
Radford Neal, Statistics
Peter Thinh, Zoology

COLLEGES:

Gary Thaler & Mary Magri, Erindale
Audrey Perry, Innis
Brian Malcolm, Knox
Pat Kennedy, Massey
Fred Case & Krystyna Kiru, New
Judy Pfohl, Scarborough
Bruce Alton, Trinity
Margaret Procter, University
Lynn Welsh, Victoria
Donna Lee, Woodsworth

ENGINEERING:

T.B.A., Aerospace Studies
Merle Lord, Biomedical
Arlene Fillinger, Chemical
Eva Kuhn, Civil
Joan Allen, Computer Systems Research Institute
Dimitrios Harzinatos & Karen Hubbard, Electrical & Computer
Teresa Miniaci, Faculty Office
William Cleghorn, Mechanical & Industrial
Alec McLean, Metallurgy & Material Sciences

MEDICINE:

Mariana Cadavid & Harvey Anderson, Faculty United Way
Co-ordinators
Linda Leslie, Anaesthesia

Bebian Soorat, Anatomy & Cell Biology
Sandy Grant, Banting & Best Dept. of Medical Research
Margon Kempton-Padmore, Behavioural Science
Anna Vanek, Biochemistry
Frances Rioual, Biomedical Communications
Shirley Ng, Clinical Sciences
Pat Machado, Clinical Biochemistry
Jeanne Douglas & Diana Hiesl, Comparative Medicine
Barbara Sutton, Dean's Office
Maureen Todd, Dept. of Medicine
Cindy Sinclair, Family & Community Medicine
Shan Damji, Health Administration
Joanne Lacey, Health Promotion
Shan Damji, Hospital Management Research Unit
Brenda McPhail, Immunology
Frieda Chan, Medical Genetics
Lynette Anderson, Microbiology
Barry MacDonald, NCIC Epidemiology Unit
Janette Campbell, Nutritional Sciences
Janet Snedgeway, Obstetrics & Gynaecology
Narandra Prashad, Occupation & Environmental Health Unit
Sandra Lang, Occupational & Environmental Health Unit
Danny Paul, Office Services
Syed Hasany, Ophthalmology
Eva Wong, Otolaryngology
Anna Capiziano, Paediatrics
Julia Bella, Pathology
Dr. Kadar, Pharmacology
Rita Seto, Playfair Neuroscience Unit
Connie Drummond, Physiology
Adele Csima, Preventative Medicine & Biostatistics
Valerie Rackow, Psychiatry
Vijay Chetty, Radiation Oncology
Lyn Michisor, Research in Neurodegenerative Diseases
Kavitha Settar, Speech Pathology
Mariana Cadavid, Studies in Medical Education
Linda Dann, Surgery
Joanne Jamieson, Teaching Labs
Iva Berlekovic, Technical Services

OTHER FACULTIES:

Donna Crossan, Dentistry
T.B.A., Education
Amalia Veneziano, Forestry
Anne Morrison, Law
Karen Melville, Library & Information Science
Mila Naimark, Management
Ellen Wasserman, Music
Betty John, Nursing
T.B.A., Pharmacy
Howard Irving, Social Work

CENTRES, INSTITUTES & SCHOOLS:

Komala Prabhakar, Architecture & Landscape Architecture
Joy Penner, Child Studies
Margaret Fukunaga, CITA
Willard McCarty, Computing in the Humanities
Anne Marie Brinsmead, Continuing Studies
Gloria Cernivio, Criminology
Lou Massey, Drama Centre
T.B.A., Environmental Studies
Bernadette Lonergan, Graduate Studies
Muna Salloum, IHPS
Carolynn Alton, Industrial Relations
Rosemary Beattie, Medieval Studies
Larry Leith, Physical & Health Education
Sharon Bolt, Policy Analysis

ADMINISTRATION & STUDENT SERVICES:

Liz Dunlop, Admissions & Awards North
Ali Ahmed, Admissions & Awards South
Sari Kravitz & Ken Schnell, Alumni & Development
Lynda Calvert, Career Centre
Doug Caston, Comptroller's Office
Clara Pereira, Computing & Network Services
Sam Menski, Counselling & Learning Skills
Vinkent Pang, Environmental Health & Safety
Phil Garment, Facilities & Services
Ferni Guardini, Food Services
Jack Dimond, Governing Council
T.B.A., Hart House
Mary Bird, Health Services
Brenda McLennan, Housing Service
Artemis Erastone, Human Resources
Terry Rubenstein, Internal Audit
Anne Mott, International Student Centre
Joanna Davis, Labour Relations
T.B.A., Library Administration
Lynn Bearden, Media Centre
Susan Riggs, President's Office
Suzanne Soto, Public Affairs
Steve Richards, Purchasing
Patricia Marchetti, Psychiatric Services
Rosi Stina, Space Management
Barbara Anno, Special Services to Disabled Persons
Kitty Cheung, Statistics, Records & Convocation
Kathy Tseu, Systems Development
Barbara Lew, Transitional Year Program
Ron Johnson, U of T Bookstore
Lee McKergow, U of T Police
Susan Connor, U of T Press
Theresa Fitzgerald, U of T Press, Downview
Joanie Anderson, VP - Development & University Relations
Ann Chreptak, VP - Human Resources
Linda Garment, VP - Planning & Registrar
Ilse Erwig, VP & Provost
Susan Haggis, VP - Research & International Relations

Everyone who donates to the University's United Way Campaign will be eligible for the following prizes:

- weekend for two, with transportation provided by VIA Rail, at the Delta Montreal through Delta Hotels & Corson Travel

- Newton Message Pad 110, donated by Apple and the U of T Computer Shop

U of T would also like to thank:

Coca-Cola Beverages
Inc/Frutopia; Druxy's Famous Deli Sandwiches; The Second Cup; Gaston's French Restaurant; Andrés Wines; Cultures Fresh Food Restaurant; Labat's Breweries of Canada; Book City; Edwards Books & Art; Sam the Record Man.

doing together with industry. *D.L. Pratt Building*

Mechanical Engineering

More than 15 events including labs in robotics, plasma processing and laser doppler anemometry. *Galbraith Building*

Metallurgy & Materials Science

See exciting new developments in materials for biomedical implants, semiconductor lasers, and shape memory. *Walberg Building*

Professional Engineers Ontario

Members of Ontario's professional self-governing body answer questions about engineers and engineering. *Sandford Fleming Building*

Professional Experience Year

Staff along with students answer questions about co-op education. *Galbraith Building*

School Liaison

Explore U of T's world of engineering at 30-minute talks starting at 10:30 a.m., 12:30 p.m. and 2:30 p.m. Guided tours follow. *Sandford Fleming Building*

SLOWPOKE Reactor Facility

You can watch the reactor start up and shut down and view gamma-ray counters at work. *Haultain Building*

LAW

Talk to law students and tour the Bora Laskin Law Library. Hear the nitty-gritty in a panel discussion. From Law School to Lawyer in the Moot Court Room. *Flavelle House*

MEDICINE

Medical Sciences Building

Interested in becoming a doctor? Here's your chance to query counsellors about admission requirements and current students about the medical school experience.

Addiction Research Foundation

How many drinks put you over the legal limit? Come to the display and receive a personalized computer printout showing how drinking affects your blood alcohol concentration. Pick up posters, games and comic books for your kids.

Anatomy & Cell Biology

Use the latest 3D technology to discover how muscles move your knees and find out more about the neurological aspects of amnesia.

Biochemistry

The department's display includes prize-winning posters, plus a model of DNA, witness an experiment and ask questions of graduate students.

Centre for Bioethics

The centre explores ethical issues related to health care and biomedical research. Find out about the living will.

Biomedical Communications

Observe students as they create complex medical illustrations using interactive multimedia computer programs.

Clinical Sciences Division

For 25 years this division has served as a premier research facility for physician scientists. This year's display emphasizes the link between research and understanding disease processes.

Educational Computing

Treat a shotgun wound or deliver a baby. Thanks to interactive video game technology, you're the doctor.

Gage Occupational & Environmental Health Unit

Learn about the various testing methods used in the assessment of occupational health problems through a hands-on demonstration.

Health Promotion

Are you living a healthy life? The centre is currently involved in more than 40 projects and the display provides information about some of them.

Nutritional Sciences

Experts analyze your body composition, height,



weight, waist/hip ratio and provide you with a computerized assessment.

Occupational Therapy

Faculty and students answer questions about a profession that aims to help people maximize their ability to function in the face of physical, psychological or social difficulties.

Ophthalmology

The Eye Bank of Canada (Ontario) was established 40 years ago. The Eye Bank will show short videos encouraging eye donation and will demonstrate Eye Bank activities, including specular microscopy.

Otolaryngology

The ear, nose and throat specialists display the latest advances in their field, including head/neck reconstructive surgery.

Pathology

The display includes a hands-on exhibit that reveals how pathologists identify disease.

Physical Therapy

The hands-on display of rehabilitation equipment reveals how the discipline works towards preventing or alleviating movement dysfunction and enhancing physical capacity.

Playfair Neurosciences Unit

With computers, posters and live demonstrations, this display reveals some interesting facts about what really goes on inside our heads.

Psychiatry

Videos and demonstrations reveal different approaches to psychiatry. Information about the residency program will be available.

Surgery

Find out about the latest surgical techniques and talk with some of the experts.

MUSIC

Get a bang for your buck in the Percussion Studio and discover hidden musical talents in the Balinese Gamelan Studio. Try on costumes from German opera houses and enjoy live jazz and an African drumming troupe. Band concert starts at 8 p.m. in the MacMillan Theatre. *Edward Johnson Building*

NURSING

Find out about all of U of T's nursing programs at this display. Faculty members and students will be on hand to answer your questions. *Medical Sciences Building*

Transitional Year Program

Students, alumni, faculty and staff will be on hand to discuss the mission of TYP, Making Excellence Accessible, along with its STEPS to University program. Music for all and storytelling for children. *49 St. George St.*

University of Toronto Schools

Get information about the school's curriculum and extracurricular activities. Sign up for the UTTS entrance exam. *371 Bloor St. W.*

RAH! RAH! RAH!

At 2 p.m. it's kickoff time for the Varsity homecoming football game, Toronto Blues vs. Western Mustangs. *Varsity Stadium*

SERVICES

Athletics & Recreation

Visit Toronto's largest recreation complex, with an Olympic-size swimming pool, 200-metre track and squash courts, sport medicine clinic and more. *55 Harbord St.*

Facilities & Services

Get a behind-the-scenes look at how the campus police, caretakers, grounds department and others look after you. *Front campus*

Hart House

Take a guided tour of the historic cultural and athletic centre and see one of Canada's finest private art collections.

Housing Service

"Walk" through the campus residences by viewing the Residence Information Terminal at the Faculty of Applied Science & Engineering open house. *Sandford Fleming Building*

Philosophers' Walk

Philosophers' Walk has recently been spruced up and reconstructed to accommodate barrier-free access. Celebrate the reopening at 12 noon.

Students' Administrative Council

The last day of Blues Week and Homecoming 97! The blues begin at 11:30 a.m. with a free barbecue and live music on back campus before the 2:00 p.m. football game against Western. *Back campus*

LIBRARIES

Robarts Library, Thomas Fisher Rare Book Library and University Archives Complex

Come and visit the Cheng Yu Teng East Asian Library. Preservation Services invites you for a tour to see new preservation techniques. There are priceless treasures in the Thomas Fisher Rare Book Library and don't forget the University Archives, where our history lives. *130 St. George St.*

Introducing ... Information Commons

The Information Commons is a focal point for electronic information access. Visitors welcome. *Robarts Library*

Engineering Library

This year's theme is Remembering and Creating Our History. Relive the fire of '77, see a book display of works by faculty and see where we're headed on the Internet. *Sandford Fleming Building*

Sigmund Samuel Library/Science & Medicine/Audio-Visual Libraries Complex

Visit the interactive labs at Sig Sam and the A-V library. Visit Sci-Med to discover online ways to find scientific medical information. *7 and 9 King's College Circle*

CHILDREN'S FAIR

Visit the "Circus"! Activities include games, petting zoo, outdoor obstacle course, arts & crafts centre, music and storytelling. *Front campus*

INFORMATION TENT & CLUBS TENT

Feeling confused? We'll answer all your questions. Plus, find out about U of T campus clubs! *Front campus*

EVENTS



LECTURES

Ethnoscience or the Knowledge of Theatres from Elsewhere.

MONDAY, OCTOBER 2

Chérif Khamzad, Rond-Point, Théâtre Renaud-Barrault, 3rd floor, Kofler Student Services Centre, 4 to 6 p.m. Graduate Centre for Study of Drama

The Politics of Prevention: Focus on Breast Cancer.

TUESDAY, OCTOBER 2

Dorothy Goldin-Rosenberg, Ontario Institute for Studies in Education; Popular Feminist Lecture Series, Auditorium, 12th floor, Ontario Institute for Studies in Education, 252 Bloor St. W. 8 p.m. *Women's Studies in Education, OISE*

Water Reclamation and Reuse.

TUESDAY, OCTOBER 3

Prof. Eric Daniel Okun, University of North Carolina; 1995 Kapke lecture, 303 Galbraith Building, 4:10 p.m. *Civil Engineering and Environmental Engineering Program*

New Metal Catalyzed Reactions in Organic Synthesis.

TUESDAY, OCTOBER 4

Prof. Shinji Murai, Osaka University, 428 Lash Miller Chemical Laboratories, 3:30 p.m. *Chemistry*

Faith in the Future?

THURSDAY, OCTOBER 5

University Prof. John Polanyi, Department of Chemistry, on faith in science; Maurice Strong, Ontario Hydro, on faith in humanity; Michael Peers, Anglican Church of Canada, on faith in God; Adrienne Clarkson, moderator; Larkin Stuar Leacock. Convocation Hall, 8 p.m. Tickets free at office of convocation, Trinity College. Information: 978-2651. *Trinity and St. Thomas' Anglican Church*

Where Do We Go after Fiefs and Vassals?

TUESDAY, OCTOBER 10

Susan Reynolds, Lady Margaret Hall, Oxford. Common Room, Ponsonby Institute for Medieval Studies, 4:10 p.m. *Medieval Studies and History*

Clan and Superclan: Loyalty, Identity and Community in Law and Practice.

FRIDAY, OCTOBER 13

Prof. Thomas M. Franck, New York University; 1995 Cecil A. Wright memorial lecture, Solarium, Falconer Hall, 84 Queen's Park, 1 p.m. *Law*

Gairdner Foundation.

Letters by winners of the 1995 Gairdner Foundation International Awards presented for contributions to the field of medical science. All lectures in the auditorium, Medical Sciences Building.

FRIDAY, OCTOBER 20

The Protein Machines That Replicate DNA: Some Elegant Surprises.

Prof. Bruce M. Alberts, University of California at San Francisco, 12:10 p.m.

Teach Commands for Replication Enzymology.

Dr. Arthur Komberg, Stanford University, 12:40 p.m.

Secret Intracellular Messages Divulged by Molecular Spies.

Prof. Roger Y. Tsien, University of California at San Diego, 1:10 p.m.

The p53 Gene and Cancer — the Family and Society.

SUNDAY, OCTOBER 22

Prof. David Malkin, Department of Pediatrics, Auditorium, Medical Sciences Building, 3 p.m. *Royal Canadian Institute Fields Institute*

Game Theory in the Real World.

SUNDAY, OCTOBER 22

Prof. Robert Aumann, Hebrew University of Jerusalem; in conjunction with the conference on New Directions in the Theory of Markets and Games. Auditorium, Earth Sciences Centre, 5 p.m. *Economics and Fields Institute*

Modular Forms and Elliptic Curves.

MONDAY, OCTOBER 23 AND TUESDAY, OCTOBER 24

Prof. Andrew Wiles, Princeton University, concurrent with the workshop on Arithmetic and Algebraic Geometry. Fields Institute for Research in Mathematical Sciences, 4 p.m.

COLLOQUIA

Knowing Other Minds: Putting Ourselves in Other People's Shoes?

THURSDAY, OCTOBER 5

Prof. Jane Heal, University of Cambridge, 179 University College, 4 p.m. *Philosophy*

Ultrashort Pulse Science: From Femtoseconds to Attoseconds.

THURSDAY, OCTOBER 5

Paul B. Corkum, National Research Council, Ottawa, 102 McLennan Physical Laboratories, 4:10 p.m. *Physics*

Transition Metal Mediated Routes to New Sigma- and Pi-Conjugated Polymers and Macrocycles.

FRIDAY, OCTOBER 6

Prof. Don Tilley, University of California at Berkeley, 158 Lash Miller Chemical Laboratories, 3:30 p.m. *Chemistry*

Search for Millicharged Matter.

THURSDAY, OCTOBER 12

Prof. John Jaros, Stanford Linear Accelerator Center, 102 McLennan Physical Laboratories, 4:10 p.m. *Physics*

Structural Variety and Proton NMR Quantum Exchange of Some 16 Electron Ox Complexes.

FRIDAY, OCTOBER 13

Prof. Odile Eisenstein, Université de Paris Sud, 158 Lash Miller Chemical Laboratories, 3:30 p.m. *Chemistry*

From Electrons to Planets: First Principles Investigation of Planetary Materials at High Pressure.

THURSDAY, OCTOBER 19

Prof. Lars Stixrude, Georgia Institute of Technology, 102 McLennan Physical Laboratories, 4:10 p.m. *Physics*

Advances in the Simultaneous Synthesis and Screening of Organic Compound Libraries.

FRIDAY, OCTOBER 20

Prof. Jonathan A. Ellman, University of California at Berkeley, 158 Lash Miller Chemical Laboratories, 3:10 p.m. *Chemistry*

Microscopic Approaches to Macroscopic Phenomena: Modelling, Simulation and Visualization.

WEDNESDAY, OCTOBER 4

Prof. Peter T. Cummings, University of Tennessee, 219 Wallberg Building, 1:10 p.m.

SEMINARS

12:30 p.m. Chemical Engineering & Applied Chemistry

France Today: The Fifth Republic — the Challenge of Europe.

WEDNESDAY, OCTOBER 18

Prof. Jean-François Béranger, University of Bordeaux; fifth of six seminars on French Cultural Identity: Changes and Challenges, Room 2001, 7 King's College Circle, 2 to 4 p.m. *French, European Studies Program, Comparative Literature and French Consulate*

Gairdner Foundation.

Seminars by winners of the 1995 Gairdner Foundation International Awards presented for contributions to the field of medical science.

THURSDAY, OCTOBER 19

Avoiding Cell Rape: Delivery of Phosphomessengers and Visualization of Gene Expression without Membrane Puncture.

Prof. Roger Y. Tsien, University of California at San Diego, Room 1245, Elm St. Wing, Hospital for Sick Children, 3 p.m. *Inorganic Polyphosphate: A Molecular Fossil Come to Life.* Dr. Arthur Komberg, Stanford University, 6 Tzan Neurosciences Building, 3 p.m.

Archival Documentation on Stalin's Policy of Cultural Genocide in Lithuania.

THURSDAY, OCTOBER 19

Prof. Elyja Balaine-Dzubene, Vilnius Academy of Music, Lithuania, 1432 Robarts Library, 7 to 8:30 p.m. *CREES*

Benefits for Donors: Tax Aspects of the Disposition of Collections.

THURSDAY, OCTOBER 19

Panel discussion, Thomas Fisher Rare Book Library, 8 p.m. *Friends of the Thomas Fisher Rare Book Library*

Interest Groups in the Constitutional Process.

FRIDAY, OCTOBER 20

Prof. Kathy Brock, Wilfrid Laurier University, 3050 Sidney Hall, 2 to 4 p.m. *Political Science*

Career Prospects: Choosing a Career with a Future.

TUESDAY, OCTOBER 24

Prof. Noz Melitz, Woodsworth College, and Rochelle Melitz, career counsellor; informative exploration of the Canadian labour market trends, how to make the most of one's education and how to direct and redirect careers. Koffler Institute of Pharmacy Management, 7 to 9 p.m. *Career Centre, APUS and SAC*

Organizational Changes in Sufi Orders in the 18th Century.

THURSDAY, OCTOBER 12

Prof. Nehemia Levtzion, Hebrew University, 14098 Robarts Library, 4 p.m. *Middle East & Islamic Studies*

The Climate Change-Agriculture Nexus: A Relatively Sensitive Interpretation.

THURSDAY, OCTOBER 12

Qentin Chiotti, Environmental Adaptation Research Group, 2093 Earth Science Centre, 4 p.m. *IES*

Popular Opinion under Stalinism: New Evidence from the Archives.

THURSDAY, OCTOBER 12

Prof. David Hoffmann, Ohio State University, 14352 Robarts Library, 7 to 8:30 p.m. *CREES*

Global and Local Relationships in a Sexually Nifty Mushroom.

FRIDAY, OCTOBER 13

Rick Kerigan, Syvanne Spaon C. 3127 South Building, Erindale College, 12 noon. *Erindale Biology*

Society and Culture in Contemporary Lithuania.

FRIDAY, OCTOBER 13

Prof. Elyja Balaine-Dzubene, Vilnius Academy of Music, Lithuania, 1432 Robarts Library, 1:30 to 3 p.m. *CREES*

Death and the State.

FRIDAY, OCTOBER 13

Prof. Yael Tamir, Tel Aviv University; Whither the Liberal State? series, 3050 Sidney Smith Hall, 2 to 4 p.m. *Political Science*

First Episode Psychosis II — Onset, Diagnosis, Management.

FRIDAY, OCTOBER 13

Second annual conference on recent

advances in the diagnosis and treatment of first episode psychosis. Includes keynote sessions and workshops on neuroimaging and neurodevelopmental findings, neuropsychiatric deficits, management of neuroleptic-induced movement disorders, current psychosocial intervention strategies for families and initial diagnosis, treatment and clinical outcome. Information and brochure: 979-6880. *Schizophrenia Program, Clarke Institute of Psychiatry and Janzen Research Foundation.*

Sound Thinking: A Music and Philosophy Symposium.

FRIDAY, OCTOBER 13 TO SUNDAY, OCTOBER 15

A symposium. Edward Johnson Building, Faculty of Music.

FRIDAY, OCTOBER 13

The Compositions of Friedrich Nietzsche as a Key to Understanding His Person and Thought. Wolfgang Böttnerberg, Concordia University, 7 p.m.

Performance of lieder, Vilma Vitols, Faculty of Music, 8 p.m.

Remarks of Miles, 8:45 p.m. Remarks of Miles, 8:45 p.m. Performance of scenes from Rousseau's *Le Devin du village*, Opera Division, 9:15 p.m.

SATURDAY, OCTOBER 14

Hanslick and Zimmermann: Who Influenced Whom? Geoffrey Paynter, Department of Philosophy, 10 a.m. Affektlehre and Dance Theory in the 18th Century, Francis Sparshott, Department of Philosophy, 11 a.m.

Performance of Lieder, 1 p.m.

Performance of Narrative Closure in Opera, *Thelma and Louise and The Piano*, Renée Cox Loraine, University of Tennessee at Chattanooga, 2 p.m.

Ways Up and Down: Music Theory and Dialectic in Plato, Mitch Miller, Vassar College, 3 p.m.

Sexual Aesthetics and the Music of Dame Ethel Smyth, Eugene Gates, Royal Conservatory of Music, 4 p.m.

Performance of flute and piano music written by women composers since the 18th century, played by Paula Conlon, Elaine Keillor and Sara Louise Seck, 8 p.m.

SUNDAY, OCTOBER 15

On the concept of Improvisation in the World's Music, Bruce Nettl, University of Illinois at Urbana-Champaign, 10 a.m. Soul — from Plato to Motown, Joel Rudinow, Sonoma State University, 11 a.m.

Mr. Flash and Miss Click et al.: The Crisis of Ethnomusicology, Anna Lederman, York University, 1 p.m.

Performances, Jazz Ensemble and World Music Ensemble, Faculty of Music, 1:45 p.m. Registration for reception and luncheons: \$30, students and unwaged \$17. *Philosophy and Music*

Planning & Budget Committee.

TUESDAY, OCTOBER 17

Council Chamber, Simcoe Hall, 4 p.m. *p.m.*

Mental Health Care: The Challenge of Change.

WEDNESDAY, OCTOBER 18 TO SATURDAY, OCTOBER 21

A multidisciplinary, international conference for clinicians, case managers, consumers, family members, administrators and others in the mental health system. To the Hill. Information and brochure: Trish Robinson, 979-4974. *Clarke Institute of Psychiatry and Canadian Federation of Mental Health Nurses*

Committee on Academic Policy & Programs.

WEDNESDAY, OCTOBER 18

Council Chamber, Simcoe Hall, 4 p.m. *p.m.*

New Directions in the Theory of Markets and Games.

THURSDAY, OCTOBER 19 TO MONDAY, OCTOBER 23

Five-day conference in honour of Robert

EVENTS

J. Aumann and in recognition of his contributions to mathematics, game theory and economics. Fields Institute for Research & Mathematical Sciences. Registration fee: \$150; seminars free to students. Information and registration: 978-5255. *Economics and Fields Institute.*

First Canadian Symposium on Combinatorial Chemistry.

SATURDAY, OCTOBER 21

One-day symposium featuring lectures from leading experts in the field. Themes: synthetic aspects of combinatorial chemistry in the solid and solution phase, molecular diversity, library design, screening, automation, information management. Allelu Biopharmaceuticals Inc., 6850 Goreway Dr., Mississauga. Registration fee: \$35; students \$15. Information and registration: Prof. Rob Batey, Department of Chemistry, rbatey@alchemy.chem.utoronto.ca or 978-5059.

Paths and Destinations: Getting from Point A to Point B in the Middle Ages.

SATURDAY, OCTOBER 21

Annual conference of the Centre for Medieval Studies. Sessions in 140 University College. Keynote address by Eugene Vance, University of Washington. Travel and Transfiguration: The Procession to the Virgin in S. Apollinare Nuovo, Ravenna. 9:30 a.m.

Session I: Wandering.

Walking the Streets of Paris, Wendy Pfeffer, University of Louisville; Wandering Youths: The Cultural Meaning of Juvenilia in High Medieval Life and Literature, Fiona Harris Stoerz, Trent University; The Chanson de Florence de Rome: The Female Protagonist's Voyage from Epic to Romance, Kathy M. Krause, University of Missouri at Kansas City. 11 a.m. to 12:30 p.m.

Session II: Pilgrimage.

"He has risen, he is not here; see the place where they laid him." The Textual Religious Organizing Issue of the Itinerarium Ergiae, Duane Kight, Haverford College; Fictional Representations of Women Pilgrims in Late Medieval England: A Theoretical

Approach to Gender and Space, Susan Sipe Morrison, Southwest Texas State University; Passports, Pilgrimage and Pestilence: Travelling for the Sake of Health in the Middle Ages, Fiona Deller, University of Toronto. 1:30 to 3 p.m.

Session III: Trade and Travel.

Travel, Trade and Tourism amongst Anglo-Saxons, David Pelteret, University of Toronto; The Vikings and the Slave Trade in Western Europe, Amanda Spencer, University of Toronto; From Pandocheon to Fondaco: Tracking an Itinerant Institution, Olivia Remie Constable, University of Notre Dame. 3:30 to 5 p.m. Registration fee: \$30; students and seniors \$20. Information: cruff@pas.utoronto.ca or 978-2380.



MUSIC

TRINITY COLLEGE Choral Evensong.

WEDNESDAYS, OCTOBER 4,
OCTOBER 11 AND OCTOBER 18

Trinity College Chapel Choir, Robert Hunter Bell, director. Trinity College Chapel. 5:30 p.m.

FACULTY OF MUSIC EDWARD JOHNSON BUILDING

Thursday Noon Series.

THURSDAY, OCTOBER 5

Music & Poetry: Texts Poems of Emily Dickinson by Aaron Copland, Vilma Indra Vito, mezzo-soprano; John Hawkins, piano. Walter Hall. 12:10 p.m.

THURSDAY, OCTOBER 12

Student vocal recital; Lorna MacDonald, director. Walter Hall. 12:10 p.m.

THURSDAY, OCTOBER 19

Jazz ensemble; Kevin Turcotte, director. Walter Hall. 12:10 p.m.

PLAYS & READINGS

Faculty Artist Series.

THURSDAY, OCTOBER 5

Odegram Musician: Kevin Marion, violin; Terry McKenna, theorbo; Charlotte Nediger, organ; and Anne Monoyios, soprano; Timothy McGee, narrator. Walter Hall. 8 p.m. Tickets \$15, students and seniors \$10.

Wind Symphony and Concert Band.

SATURDAY, OCTOBER 14

Stephen Chenette and Cam Walter, conductors. MacMillan Theatre. 8 p.m. Tickets \$5.

Opera Tea.

SUNDAY, OCTOBER 15

A pleasant afternoon of opera and tea. MacMillan Theatre. 2 p.m. Tickets \$20.

Jazz Ensembles.

WEDNESDAY, OCTOBER 18

Phil Nimmons and Don Thompson, conductors. Walter Hall. 8 p.m.

U of T Symphony Orchestra.

SATURDAY, OCTOBER 21

Dwight Bennett, conductor. MacMillan Theatre. 8 p.m. Tickets \$10, students and seniors \$5.

EXHIBITIONS

JUSTINA M. BARNICKE GALLERY

HART HOUSE

To OCTOBER 5

The "Other" Group: Canadian Women Artists, 1912-1945. Works selected from the Hart House

Permanent Collection and from Friends of Hart House. East Gallery.

David Milne: Painting Place & Things.

Artist's works selected from the Hart House Permanent Collection. West Gallery. Gallery hours: Monday to Friday, 11 a.m. to 7 p.m.; Saturday, 1 to 4 p.m.

SCARBOROUGH COLLEGE

Close Up, Far Away and Sideways.

TO OCTOBER 6

Yael Brotnat, print installation. The Gallery. Hours: Monday to Friday, 11 a.m. to 5 p.m.

THOMAS FISHER RARE BOOK LIBRARY

David Jones, Artist and Writer: A Centennial Exhibition.

October 2 to JANUARY 2

A celebration of the 100th anniversary of the birth of David Jones, British artist and writer. Thomas Fisher Rare Book Library. Hours: Monday to Friday, 9 a.m. to 5 p.m.

ERINDALE COLLEGE

Down North: A Coastal Journey.

OCTOBER 5 TO OCTOBER 26

Anne Meredith Barry, paintings. Blackwood Gallery. Hours: Monday to Friday, noon to 5 p.m.

Ingram, science journalist; debate/lecture series, 119 Emmanuel College. 7 p.m. Victoria University

University College Book Sale.

SATURDAY, OCTOBER 14 TO

WEDNESDAY, OCTOBER 18

Old and new books at bargain prices. Saturday, 10 a.m. to 5 p.m.; admission \$1; Sunday, 11 a.m. to 4 p.m.; Monday and Tuesday, 10 a.m. to 8 p.m.; Wednesday, 10 a.m. to 1 p.m. East and West Halls. Proceeds to the library. Information: 978-2988.

Trinity College Book Sale.

TUESDAY, OCTOBER 18 TO

SATURDAY, OCTOBER 21

20th annual book sale. Tuesday, 7 to 10 p.m. (admission \$1); Wednesday, 11 a.m. to 9 p.m.; Thursday and Friday, 10 a.m. to 9 p.m.; Saturday, 10 a.m. to 5 p.m. Seeley Hall, main building. Information: 978-6750. *Friends of the Trinity College Library*

Erindale College.

THURSDAY, OCTOBER 19

Installation of Robert H. McNutt, seventh principal of Erindale College. Meeting Place. 1 p.m.



MISCELLANY

Commemorative Service.

THURSDAY, OCTOBER 5

Friends, former students and colleagues are invited to a commemorative service in honour of John M. Robson. Chapel, Victoria College. 4:30 p.m.

The Club of Rome: Key Principles and Concerns.

THURSDAY, OCTOBER 12

Chair: President Emeritus H. Ian MacLennan, York University. Ranjit Kumar, Foundation for International Training. Renzie Whitehead, physicist and professional electrical engineer; Prof. John Crispo, Faculty of Management; Jay

DEADLINES

Please note that information for Events listings must be received in writing at The Bulletin offices, 21 King's College Circle, 2nd floor, by the following times:

Issue of October 23, for events taking place Oct. 23 to Nov. 6; MONDAY, OCTOBER 9, Issue of November 6, for events taking place Nov. 6 to 20; MONDAY, OCTOBER 23.

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DEPARTMENT OF BIOCHEMISTRY & MOLECULAR BIOLOGY
THE UNIVERSITY OF CHICAGO

Thursday, November 2, 1995 at 4:50 p.m.
Medical Sciences Building, Room 2158

Reception to follow lecture
This lecture is open, without charge, to members of the public

Wiegand Foundation Lecture Series

New Interpretations of Human Evolution

The Evolution of Brain, Language and Cognition

Phillip Tobias

University of Witwatersrand Medical School
Johannesburg, Republic of South Africa
Monday, October 2, 1995 at 8pm



New Discoveries of Fossil Human Ancestors from Africa

Alan Walker

Department of Anthropology, Penn State University
State College, Pennsylvania
Wednesday, October 18, 1995 at 8pm



Medical Sciences Auditorium 1 King's College Circle

Free public lectures

For further information call 978-7253

The Wiegand Foundation Lecture Series is offered by the Faculty of Arts and Science, University of Toronto

CLASSIFIED

A classified ad costs \$15 for up to 35 words and \$.50 for each additional word (maximum 70). Your phone number counts as one word, but the components of your address will each be counted as a word. No charge for postal code. A cheque or money order payable to University of Toronto must accompany your ad. Ads must be submitted in writing, 10 days before

The Bulletin publication date, to Nancy Bush, Department of Public Affairs, 21 King's College Circle, 2nd Fl., Toronto, Ontario M5S 1A1.

Ads will not be accepted over the phone. To receive a tear sheet and/or receipt please include a stamped self-addressed envelope. For more information please call: 978-2106.

ACCOMMODATION RENTALS AVAILABLE — METRO & AREA —

Bathurst/Dupont first floor/basement, furnished house, January 1 — April 30, 1996. Close to University, metro, swimming, restaurants. 2 bedrooms, 2 bathrooms, carpeted, fireplace, dishwasher, washer/dryer. \$1,200 per month. Call (416) 534-2550, fax (416) 534-7218.

Short-term, 4-5 months. Furnished detached house — 2 bedrooms, 2 bathrooms, den. Queen's Park, ravine, parking. TTC close downtown. No pets. Non-smokers. January-March, dates negotiable. Suit couple. 755-040.

Out-of-town commuters: pied-a-terre in Toronto. Furnished room on quiet, tree-lined street. 2-4 nights per week. 15 minutes from U of T. Non-smoker. (416) 534-1956.

Sabbatical rental — Toronto: January-July 1996. Large, fully furnished one-bedroom apartment (includes food and dining area) in high-rent security building. Exemplary view, central location in desirable area, close to subway. Rent: \$901. Call (416) 526-4501 x5409 or e-mail: kellogg@utoronto.ca

Sabbatical rental January-July 1996. Professor's semi-detached house (lower of a duplex), quiet street. 5-min walk from High Park subway station. 3 bedrooms, sun-porch, study, laundry, garage, non-smokers. Heated. Includes \$1,200/month + utilities. E-mail: mwinkler@sympatico.ca; tel. 416 978-6495 or 769-2316; fax: 978-4176.

Central, luxury, fully furnished, large condominium apartment in high-rise. Spacious, 2-bedrooms, 2 baths en suite. 6 appliances. Balcony. Opposite park. Swimming pool. Security. Parking. Prime location. 15 minutes TTC University line to U of T Faculty or professional couple. References. \$1,425 inclusive. 787-4857.

Apartment near University (one block west of Spadina, near Harbour). Three rooms plus bath on second floor of Victorian house on tree-lined street. Private entrance. Furnished. Access to washer/dryer. Recently renovated.

\$1,000/month, utilities included. Available immediately. (416) 944-3981.

Furnished home. Available January/February to July/August 1996. QEW/HWY 10, Mississippi. Four bedrooms, large living room, large dining/sun-room, two baths, den/study, six appliances, finished walk-out basement/wine cellar, parking, large treed lot, quiet residential area. \$1,700/month plus utilities. (905) 274-4210, Ken or Mary.

From November 1, 1995 to April 30, 1996. Furnished 3-bedroom townhouse: steps to TTC, close to boardwalk. Covered parking, fireplace, patio. Non-smoking, no children. Phone (416) 691-7019.

New York style loft in Sycamore Square, St. George/Slocan. 5 new appliances. 1 bedroom, Skylight, glass doors to Juliet balcony. Available November 1 to March 15. \$1,000/month. Furnished. Call 975-0564.

Downsizing cottage. \$657/month utilities included. Available January-May only (flexible dates), fully furnished, steps to streetcar, 10 minutes to College & University, 1½ bedrooms, clean, washer/dryer. James, 968-1964 ext. 431.

High Park close to subway. Newly renovated, furnished, 2-story apartment: 2 bedrooms. Air conditioning. Large sun-deck. All appliances. Parking. Available weekends to one month. (416) 763-3899.

Short- or long-term apartment. Annex — one bedroom, fully equipped, immaculate, quiet, smoke-and pet-free. 5 appliances, parking. \$300 per week. Walk to U of T. Available October 28. (416) 967-6474.

ACCOMMODATION RENTALS REQUIRED

Visiting professor, winter term, wants rental suitable house, sit January 1 to April 30. One or two-bedroom. I'm a homeowner myself. Contact: Tom Wayman (604) 226-3300, P.O. Box 163, Winlaw, B.C. V0G 2J0.

Two-bedroom apartment or house for visiting faculty and family. January 1 to June 30, 1996. References available. Please

contact F. Cohen (716) 244-4405 or coh@db1.cc.rochester.edu

Professional setting for 2 young children want sublet or short lease November and December. 2 bedrooms, washer/dryer. Annex preferred, will consider Riverdale and High Park. \$1,000/month. Call Frances at 323-0268.

ACCOMMODATION SHARED

Bloor/St. George. 1 minute to U of T. Academic wishes to share his fully furnished large 2-bedroom apartment. Prestigious building. Private bathroom. Concierge. Ideal for visiting professor or doctoral student. \$900/month. (416) 515-8600, 921-1236.

ACCOMMODATION OVERSEAS

France, French Riviera in Nice, (sea and mountains) beautiful apartment, all equipped and furnished for 2 persons, with bed and balcony. For rent for 2 weeks or 1,2,3 months. For information call evenings (905) 274-9085.

VACATION / LEISURE

Muskoka cottage for rent near Gravenhurst, 1½ hours from Toronto, Sunny Lake. 3 bedrooms, sandy beach, fully winterized, wood stove, large, modern, great view, ideal for weeks/weekends, good road access yet wonderfully private. (416) 782-4530.

South America for winter or pleasure. Excellent fares. Galapagos tours, excursions to Machu Picchu, La Paz/Altiplano, Easter Island, wine tasting in Chile, cruises on the Amazon and Patagonia. Call Margarita, 921-6644, or email: cruise@rogers.com

HOUSES & PROPERTIES FOR SALE

Tired of shovelling snow? Isn't time to be pampered? Beautiful two-bedroom condominium, spacious rooms, wood floors, plenty of bookshelves, spectacular lake and city

views, valet parking, tennis, squash, swimming pool, billiards. For sale by owner \$219,000. Call 921-6644, evenings 259-8819.

MISCELLANY

PERSONAL COUNSELLING in a caring, confidential environment. U of T staff extended health care benefits provide excellent coverage. Dr. Ellen Greenberg, Registered Psychologist. The Medical Arts Building, 170 St. George Street, 961-1683.

INDIVIDUAL & COUPLE THERAPY.

Experienced in brief and long-term therapy. Extended health care benefits provide full coverage for U of T staff. Dr. Gale Blatoff, Registered Psychologist, CMH Innsbruck, 114 Maitland Street (near Wellesley and Jarvis), 972-6789.

VIOLET HEAD, REGISTERED PSYCHOLOGIST.

Individual, family and group psychotherapy. Work with other cultures, women's issues, addictions, depression, etc. U of T staff health benefits cover cost. 200 St. Clair Ave. W., Suite 404, Toronto M4V 1R9. 922-7260.

Individual psychotherapy for adults. Evening hours available. Extended benefits coverage for U of T staff. Dr. Paula Gardner, Registered Psychologist, 114 Maitland Street (Wellesley and Jarvis), 469-6317.

INDIVIDUAL COGNITIVE BEHAVIORAL PSYCHOTHERAPY. Practice focusing on eating disorders, depression, anxiety and women's issues. U of T staff extended health care benefits provide full coverage. Dr. Janet Clewes, Registered Psychologist, 183 St. Clair Avenue West (St. Clair and Avenue Road), 929-3084.

VIOLIN TUITION. Graduate from a leading European conservatory, with many years of teaching experience, is now enrolling pupils. Both beginners and advanced students. Solo tuition and ensemble coaching. For information please telephone (416) 654-9859.

DR. BERNIE SIEGEL. The Psychology of Illness and the Art of Healing. December, Convocation Hall, U of T. Ticketmaster (416) 972-1111. Love and Medicine and Miracles, all-day workshop, December 2, limited registration, \$5 study credits. CPC, information: (905) 508-3769.

BOOKS! BOOKS! Bargains galore, used and new, at the University College Alumni Book Sale. King's College Circle, U of T campus (Queen's Park subway), Sat., Oct. 14 (10-5), Sun., Oct. 15 (11-4, free parking on campus today), Mon., Oct. 16 and Tues., Oct. 17 (10-8) and Wed., Oct. 18 (10-1). Proceeds support College library. Information: (416) 978-2968.

MALE VOLUNTEERS NEEDED FOR RESEARCH. The study involves 5 morning visits, 2 to 4 hours during a 2-week period. We are looking for men age 18-30 who have no current medical or mental problems, are not taking medication, do not abuse drugs, and are not afraid of being tested. Participants will be compensated. Call Rose Marie (416) 979-4747 ext. 2398, The Clarke Institute of Psychiatry.

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Time-limited Psychotherapy Service. Sunnybrook Health Science Centre, provides individual and couples therapy for a variety of concerns: depression, anxiety, stress reactions, relationship difficulties and low self-esteem. To inquire about treatment, contact Dr. David Clair (480-6100, ext. 2436). Fees may be covered under staff benefits plan.

MATERNITY LEAVE PLANNING. This free workshop addresses a highly practical approach to preparing for family, staff and laboratory maternity leave and for a successful return to work. Thursday, October 12th, 12-2:30. Registration: call U of T Family Care Advisor 978-0551.

CHILD CARE PROBLEMS. Free workshop including information on subsidies and types of care. Choosing Child Care That Works for Your Family. Thursday, October 19, 12-1:30. Registration: call U of T Family Care Advisor 978-0551.

25 YEAR CLUB ANNUAL EVENT TO HONOUR NEW MEMBERS

On Wednesday, November 1, 1995, the Chancellor will be hosting a reception for new and present members of the 25 Year Club who have dedicated 25 years of service to the University. Approximately 310 staff will be eligible to join the 25 Year Club this year. Each member will receive a gold University of Toronto 25 Year Service pin and a certificate commemorating their service at the event.

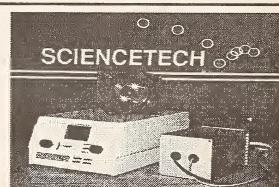
This month the Chancellor will be issuing personal invitations to eligible staff to attend the special reception which will be held in the Great Hall at Hart House. Eligible staff include full- or part-time faculty, librarians, unionized and non-unionized administrative staff who attained 25 years of service between July 2, 1994, and July 1, 1995.

Individuals with a break in employment (i.e., left their employment with the University and were later rehired) but whose total years of service at the University is 25 are also included in the program. Since information on this type of non-consecutive service is not available on the Human Resources data base, all those who fall into this group are asked to contact Lucy Danesi at 978-8587, Employment and Staff Development, Human Resources Department, as soon as possible so that they may be appropriately recognized.



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Free Science Lectures

1995 Fall Series
Sundays at 3 p.m.

J. J. R. Macleod Auditorium, Medical Sciences Building
1 King's College Circle (Queen's Park at College Street)

October 22	The p53 Gene and Cancer—The Family and Society	David Malkin Div. of Oncology Hospital for Sick Children Department of Paediatrics University of Toronto
October 29	The Discovery of Truth: How the Top Quark Was Found	Pekka K. Sinervo Department of Physics University of Toronto
November 5	Psychosis and Dopamine Receptors	Philip Seeman Departments of Psychiatry and Pharmacology University of Toronto
November 12	Memory, Consciousness and the Brain	Endel Tulving Neuroscience, Rotman Research Institute of Baycrest Centre
*November 19	Power Play	Edward Barbeau Department of Mathematics University of Toronto
△November 26	Forensic DNA Analysis – Pitfalls and Promises	Pamela Newall Head of Biology Section Centre of Forensic Sciences Toronto
December 3	Children's Science Workshop	Directed by George Vanderkam Consultant, Board of Education 2nd VP, Royal Canadian Institute

* joint meeting with Ontario Friends of Schizophrenics

△ joint meeting with Fields Institute for Research in Mathematical Sciences

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THE FRIENDS OF THE LIBRARY

TWENTIETH ANNUAL TRINITY COLLEGE BOOK SALE!

Tuesday, October 17, 7 pm - 10 pm
(Admission \$1)

Wednesday, October 18, 11 am - 9 pm
Thursday, October 19, 10 am - 9 pm
Friday, October 20, 10 am - 9 pm
Saturday, October 21, 10 am - 5 pm
(Free Admission)

Seeley Hall, Main Building
6 Hoskin Avenue, near Museum Subway Stn.
For further information call 978-6750



DEPARTMENT OF ATHLETICS AND RECREATION

TASK FORCE on INTERCOLLEGIATE ATHLETICS

The Council of Athletics and Recreation has established a Task Force on Intercollegiate Athletics with a mandate to:

- examine the changing nature of Intercollegiate athletics across Ontario and Canada,
- examine the implications for Intercollegiate athletics of the forthcoming Long-Term Protocol on Non-Tuition Fees,
- examine the strengths and weaknesses of current Intercollegiate programs, including the club sports,
- examine the implications for Intercollegiate sports of the changing demographics and cultural backgrounds of the UofT student body,
- explore alternative ways of realizing the Council's overall objectives for Intercollegiate sports,
- explore ways of sharing the program richness of Intercollegiate sports with other DAR users and nurturing stronger links between all DAR programs,
- explore alternative sources of revenue,
- develop a plan of action to strengthen and stabilize Intercollegiate sports, in the context of the mission of the DAR and within the resources expected during the long-term plan,
- consult widely within the University and among sports experts in the community.

The Task Force welcomes and encourages Submissions and Comments from Members of the University Community on any topic(s) within its mandate. Your input is very important to our deliberations. Deadline for all Submissions and Comments is October 27, 1995.

BY MAIL: Task Force on Intercollegiate Athletics
55 Harbord Street
Toronto, Ontario M5S 2W6

BY FAX: 416-971-2118
BY E-MAIL: francine.raymond@dar.utoronto.ca

For additional information, please call the Task Force Secretary, Francine Raymond, at 978-2136.



1995

Saturday Oct 14
10 a.m. to 5 p.m.
\$1 admission today only
Students FREE with ID

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Sunday Oct 15
11 a.m. to 4 p.m.
Free on-campus parking today only

Monday Oct 16
10 a.m. to 8 p.m.

Tuesday Oct 17
10 a.m. to 8 p.m.

Wednesday Oct 18
10 a.m. to 1 p.m.

East and West Halls
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University of Toronto
15 King's College Circle

PHD ORALS

Graduate faculty please call the PhD oral examination office at 978-5258 for information regarding time and location for these listings.

MONDAY, OCTOBER 2
Adi Bonen, Department of Electrical & Computer Engineering, "Development of a Robust Electro-Optical Proximity-Sensing System." Prof. K.C. Smith and B. Benhabib.

Qijishi Chen, Department of Electrical & Computer Engineering, "Open Boundary Finite Element Solution of Eddy Current Shielding Problems." Prof. A. Konrad.

Hitomi Oketani, Department of Education, "Subtractive to Additive Bilingualism: A Study of Relations among Bilingualism, Academic Achievement and Socio-Psychological Factors in Postwar Second Generation Japanese-Canadian Youths." Prof. J. Cummins.

TUESDAY, OCTOBER 3
Lindsay Herbert John, Faculty of Social Work, "Perspectives on Subjective Well-Being: Structural and Multivariate Analyses on the Ontario Health Survey Well-Being Scale." Prof. H. Munro-Blum.

Wei Yan, Department of Electrical & Computer Engineering, "Power Supply Design Considerations for

a Water Wall Vortex Arc Lamp." Prof. F.P. Dawson.

WEDNESDAY, OCTOBER 4
Min Gao, Department of Community Health, "Statistical Procedures for Analyzing Drug Combination Effects." Prof. S. Minkin.

James Daniel Hudon, Department of Astronomy, "The Cosmic Evolution of the Clustering of Galaxies." Prof. S. Lilly.

THURSDAY, OCTOBER 5
Jeanne Isabel Iribarne, Centre for Comparative Literature, "Sound Strategies: The Acoustic in Early Modern Poetry, 1910-1935." Prof. P. Nesselroth.

Bernd Kempa, Department of Economics, "Real Shocks, the Real Exchange Rate and European Monetary Integration." Prof. J. Floyd.

Stefan Kohler, Department of Psychology, "Visual Long-Term Memory for Spatial Location and Object Identity in Humans: Neural Correlates and Cognitive Processes." Prof. M. Moscovitch.

Semyon Rubinchik, Department of Molecular & Medical Genetics,

"In Vitro Characterization of Several Activities of the Bacteriophage Terminator and Its Subunits." Prof. M. Gold.

Antonio Bruno Scorsone, Faculty of Social Work, "Services to Refugees by the Roman Catholic Parish System in the Deanery of Wellington County." Prof. D. Bellamy.

Kenneth Murray Tallman, Graduate Center for Study of Drama, "Mimesis in Selected Dramatic Works of Samuel Beckett." Prof. A. Saddlemeyer.

Hesheng Yu, Faculty of Dentistry, " P_2 Purinergic-Linked Ca^{2+} Signalling and pH Changes in Osteoclasts." Prof. J.M. Ferrier.

FRIDAY, OCTOBER 6
Monika Boehringer, Department of French Language & Literature, "Jeux Enonciatifs et Intertextuels Ans Le 'Cycle Indien' de Marguerite Duras." Prof. J.M. Paterson.

Andrew Cohen, Department of Education, "Cultures of Understanding: An Examination of Face-to-Face and Computing Mediated Environments." Prof. M.L. Scardamalia.

Kevin Ambrose Harrigan, Department of Education, "Just Noticeable Difference and Effects on Searching of User-Controlled Time-Compressed Digital-Video." Prof. R.S. McLean.

Lei-Yong Jiang, Department of Aerospace Science & Engineering, "Turbulent Mixing in Supersonic High-Temperature Exhaust Jets." Prof. J.P. Sisiyan.

Paul Douglas Krueger, Department of Community Health, "The Ontario Contact Lens Use Survey: A Case-Control Study." Prof. A.B. Miller.

David Lewites, Department of History, "A Continental Commitment?" The Macmillan Government's Application to Join the Common Market." Prof. D.P. Smyth.

Enid Catherine Robbie, Department of History, "A British View of Some French Institutions in the Mid-18th Century: From the Papers and Books of Sir William Mildmay." Prof. J. Dent.

Fayiz H. Suryagh, Department of Sociology, "Ethnic Enterprise and the Community Dimension: The Case of Arab Business Leaders in

Toronto, Ontario, Canada." Prof. W. Isajiw.

THURSDAY, OCTOBER 12
Halina Kwiecinska-Kalita, Department of Economics, "Monetary Independence under a Fixed Exchange Rate: The Interwar Experience, 1925-1931." Prof. J. Floyd.

FRIDAY, OCTOBER 13
Feng Cheng, Faculty of Management, "Optimal Feedback Policies in Inventory Models with Markovian Demands." Prof. S.P. Sethi.

Peter Brian Goldsmith, Department of Mechanical Engineering, "Stability of Hybrid Position/Force Control Applied to Robots with Flexible Joints." Prof. B. Francis and A. Goldenberg.

Stephen David Powell, Department of English, "Textual and Generic Instability in the Middle English Robert of Cisly: A Study with Critical Edition." Prof. D. Klausner.

Mark Patrick Ryall, Department of Education, "Ontario School Board Administrative Networks: Elements of Retrenchment, Restructuring and Collaboration." Prof. D. Musella.

RESEARCH NOTICES

- Continued from Page 14 -

OCTOBER 20
U of T, Connaught Fund — transformative research grant (letter of intent)

OCTOBER 25
Shasti Indo-Canadian Institute — summer student program

OCTOBER 30
Canada/US Fulbright Program — American graduate students

OCTOBER 31
U of T, Connaught Fund — research fellowships in the humanities and social sciences

Shasti Indo-Canadian Institute — Canadian studies program

NOVEMBER 1
Alberta Agricultural Research Institute — research grants

American Lung Association — research grants, research scholar

Canadian Diabetes Association — operating grants

Canadian Lung Association — research, fellowships, scholarships

DAAD — study visit research grants for faculty, research grants for recent PhD's and PDH candidates, Leo Baeck Institute fellowships

Eppley Foundation — research grants

Hannah Institute — fellowships, grants-in-aid, scholarships

Health Canada — NHRDP/MRC AIDS initiative

Heredity Disease Foundation — research grants (intent)

International Society of Arboriculture — research grants

National Institute of Nutrition — post-doctoral fellowships

Ontario Mental Health Foundation — publication, conferences, special events

Ontario Respiratory Care Society — research grants

Sandoz Foundation for

Gerontological Research — research grants

SSHRC — aid to occasional research conferences and international congresses in Canada

NOVEMBER 2
NSERC/NATO — science fellowships (internal deadline)

Arthritis Society — clinical fellows, research fellow, Oryzofa fellow, Lupus fellow

Health Canada — NHRDP/Statistics Canada (RFP)

International Anesthesia Research Society — 1996 Bene Cowino research award

International Union Against Cancer — international oncology nursing fellowships

MRC — centennial fellowships, fellowships; university/industry program fellowships

NOVEMBER 15
Ontario Mental Health Foundation — fellowships

NOVEMBER 29
Physicians Services Inc. Foundation — research grants

NOVEMBER 30
American Health Assistance Foundation — research grants

Calgary Institute for the Humanities — senior research fellowships

Canada Council — John G. Diefenbaker award

Canadian Orthopaedic Foundation — research grants

Lady Davis Fellowship Trust — graduate, post-doctoral fellowships, visiting professorships

Glenn Gould Foundation — Glenn Gould Prize

Hannah Institute — development grants, conference proposals, visiting professorships

COMMITTEES

The Bulletin regularly publishes the terms of reference and membership of committees. The deadline for submissions is Monday, two weeks prior to publication.

REVIEW

GRADUATE CENTRE FOR STUDY OF DRAMA

A committee has been established to review the Graduate Centre for Study of Drama. Members are: Professor Heather Jackson, associate dean, Division I, School of Graduate Studies (chair); Professors Sam Solecki, associate dean, humanities, Faculty of Arts & Science; Carol Flinn, Graduate Centre for Study of Drama; David Trotter, Graduate Centre for Study of Drama and Department of French; Pa Kukler, Centre for Comparative Literature and Graduate Centre for Study of Drama; John Grant, Department of Classics; Rick Arias, Department of English; and Peter Nesselroth, Centre for Comparative Literature and Department of French; and Cheryl Cline, Graduate Department of Philosophy; and Jane Alderman, School of Graduate Studies (secretary).

The committee would be pleased to receive nominations or submissions from interested personnel until October 20. These should be sent to Professor Heather Jackson at the School of Graduate Studies, 65 St. George St.

FACULTY OF ARTS & SCIENCE

External review committees have been established to review the International Relations Program on Nov. 21 and 22 and the Department of Sociology on Nov. 27 and 28.

INTERNATIONAL RELATIONS PROGRAM

Professors Susan Horton, associate dean, social sciences, Faculty of Arts & Science; Maureen Molot, director, Norman Peterson School of International Affairs, Carleton University; and Paul Schroeder, Department of History, University of Illinois at Urbana-Champaign.

DEPARTMENT OF SOCIOLOGY

Professors Susan Horton, associate dean, social sciences, Faculty of Arts & Science; Karen Cook, Department of Sociology, Duke University; and Vincent Sacco, Department of Sociology, Queen's University.

The committee would be pleased to receive comments from interested persons. These may be submitted to Professor Donald Dewees, acting dean,

Faculty of Arts & Science, room 2020, Sidney Smith Hall.

ADVISORY

DIRECTOR, INSTITUTE FOR AEROSPACE STUDIES

An advisory committee has been established to recommend a director for the Institute for Aerospace Studies. Members are: Dean Michael E. Charles, Faculty of Applied Science & Engineering (chair); Professors J.D. Delaurier, R.M. Measures and D.W. Zingg, Institute for Aerospace Studies; S.G. Zaki, Department of Electrical & Computer Engineering; and Masahiro Matsushige, Department of Mechanical Engineering and D.E. Cormack, associate dean, Division III, School of Graduate Studies; and Johanne Heald and Kevin Linfield, graduate students, Institute for Aerospace Studies and Judy Mills, librarian, Institute for Aerospace Studies.

The committee would welcome comments and nominations regarding this appointment. These may be communicated to the chair or to any member of the committee.

FEMINISM AND THE LAW WORKSHOP SERIES

Friday, October 20 4:00 — 6:00 p.m.

Flavelle B, 78 Queen's Park

"PERSPECTIVES ON THE BEIJING CONFERENCE"

Professor Rebecca Cook, Chair

Ms Lois Chiang Ms Valerie Oosterveld

FORUM

RECRUITING THE BEST

Silcox report says the University must attract the most able students — from all backgrounds and all regions

BY PETER SILCOX

Last summer, Provost Adel Sedra appointed Professor Peter Silcox of political science at Erindale to the one-person Commission on Undergraduate Student Recruitment & Admission. Silcox completed his report in June and submitted it to the provost, who asked that the following statement be attached to The Bulletin's excerpt from the report: "Although we have made tremendous strides in this area — first-year full-time undergraduate (first-entry programs) enrolment is up by 1,147 (16.2 percent) compared with the actual figure for last year — we remain committed to ensuring that we attract the best students in the broad spectrum of programs this university offers. The recommendations of the Silcox report are therefore very opportune. I plan to release the report and my response to it shortly. My response will include measures to strengthen our work in recruitment and admissions."

TH E PRIMARY DETERMINANT OF the academic quality of a university is the intellectual capacity of its faculty and its students. We spend a great deal of effort recruiting faculty members of the highest quality. We have to be similarly concerned in recruiting the most able students possible. For faculty and students are going to work together in a collective endeavour.

In our recruitment of faculty, we are very selective, actively seeking the most able, not merely waiting to choose from among those who turn up of their own volition at our doors. We must do the same with students. In both cases, we know that the most able will have many choices and we have to persuade them that their best choice is to join us. We need to fill the places we have available for financial reasons; we need to fill them with the most able students because to a considerable extent the quality of our scholarly life together depends on it.

Universities are often divided into two groups, public and private institutions. In many ways this is a false division. All universities are public institutions in the sense that they are dependent on the support of outsiders. Any university that tried to operate without regard to the society in which it was located would very quickly find it hard to obtain support from either the state or private sectors. The University of Toronto needs support from both if it is to continue to prosper. At present, the indications are that the balance between state and private support will have to change if we are to maintain and improve the quality of our work. In our admissions policies and practices, we have to respect the societal concern that universities not be closed or exclusive institutions. We must show that we are open to students of ability whatever their racial, ethnic or socioeconomic background. We must also accommodate students who are disadvantaged in other ways by making the University accessible in every sense of the word.

In being concerned about accessibility we are not simply motivated by ideals of equality of opportunity and fairness to all members of the community. We also know that all of the most able people in the society are not to be found among those who have had an untroubled course through the school system or among those who enjoy the economic good fortune to be able to finance their way through several years of university education. In drawing in people from groups in the community that have in the past had little involvement in university life we access new pools of able people. Improving accessibility also serves our objective of recruiting the ablest possible students. For many years now, the University has taken the view that for accessibility to be a reality for certain groups in the population who lack well-established contact with the university world, positive targeted action must be undertaken. This includes special programs designed to serve the interests of individual groups, and special promotion to reach their members.



WE HAVE AN IMPORTANT ROLE AS THE LOCAL UNIVERSITY within the Greater Toronto Area. We fulfil this role both in the very large numbers of local students in our undergraduate programs and in the extent to which our student body reflects the racial and ethnic diversity of the larger community. But we also have a responsibility to the wider provincial and national communities. This is, of course, reflected in enrolments in our second-entry and graduate programs. When one looks at our undergraduate enrolment, however, one is struck by the relatively small numbers we attract from Ontario outside the Greater Toronto Area, and from Canada outside Ontario. Does this matter? Should we be trying to increase recruitment in these areas? I believe it does matter, and one of our objectives should be to change this situation. I would argue this for three principal reasons.

OUR QUEST FOR THE BEST STUDENTS MUST TAKE US BEYOND LOCAL BOUNDARIES

Firstly, one of the opportunities that our student body should have is to meet and build friendships with people of diverse backgrounds. It is important for them to mix with and learn to understand the viewpoints of Canadians from all parts of the country. Parochialism of all kinds is one of the forces we should be fighting in undergraduate education. Secondly, it is important for an institution that has an important leadership role in Canadian education to build strong links with all parts of the Canadian community. If we wish to promote the values the University of Toronto stands for, we want to see our graduates at work in all parts of the country, for they are the bearers of those values. We also have to recognize that in seeking the very substantial public and private funding we need to sustain the University in its present role, we need support not merely from our local area but from across the province and the country.

Thirdly, our quest for the best students must take us beyond local boundaries. We are clearly missing opportunities to recruit many more of the ablest students when we draw such limited numbers from outside our local area.

What are the "appropriate" percentages of our undergraduate intake from Ontario outside Greater Toronto Area and from the rest of the country? I am not going to attempt an answer to this question, except to say that eight percent to nine percent from the first and less than two percent from the second do not seem to me to get anywhere near the "share" required for us to meet the objectives I have set out above. In reviewing our recruitment performance in recent years it would be fair to say that we have had considerable success in filling the places we have open. We have over the past quarter of a century made great progress in making the University accessible to all kinds of groups in the population to which it was effectively closed for so long. There are things that we can do in this field, but I believe we are building on a record that bears comparison with that of any university in Canada.

JENNIFER HERBERT

IF OUR RECRUITMENT CAMPAIGNS ARE TO BE effective, we have to participate in this market as a single entity. Our "clients" are

comparing the choices and opportunities we offer with those of many other universities. To be successful we have to present straightforward understandable messages to people who for the most part have little grasp of, or interest in, the niceties of internal structures. Those messages have to deal with the questions applicants are asking. We have to give them clear, concise and consistent answers. In the approach I intend to propose, it is necessary to have a variety of divisions participating in our recruitment campaign. We have, however, to ensure that our messages and our activities are coordinated. Variety and choices are things to be valued, but not if by overstressing them we create doubt and confusion about the University in the minds of the applicants. It is vital that everyone involved in recruitment remember that they are first and foremost a member of the University of Toronto, with a responsibility for promoting its interests. Faculty and college loyalties have their place, but the parts are not bigger than the whole. I have the clear impression that in the past, some of those involved in recruitment have not done enough to ensure that they could represent all parts of the University effectively.

A successful University of Toronto recruitment campaign requires the positive support of everyone in the University. It has benefits for everyone. Many of us may only have a limited part to play in the campaign, but its success depends on playing that part. We cannot simply delegate the responsibility to a small group of specialist staff working in isolation from other University activities. To a considerable extent, I believe this is what has happened in the past.

Those intimately involved in recruitment activities have to accept a greater degree of responsibility to make members of the larger community aware of what they are doing and to seek more actively the help of faculty and staff colleagues. We clearly need better institutional arrangements to facilitate both of these requirements. But communication is a two-way business. Messages can be sent, but colleagues have to be prepared to listen and to respond more positively when their help is required. They also have to accept that whatever preferences and prejudices they have, the able specialist staff we employ in this field have expertise that should be respected. Their views and recommendations are worthy of serious if not unquestioning consideration. Every time we launch a time program or consider a new approach we are not "reinventing the wheel." We can learn a great deal from each other if we are prepared to listen.